

Resolution No: 16-780  
Introduced: November 25, 2008  
Adopted: November 25, 2008

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

Subject: Approval of the FY2009 budget savings plans for County Government, Montgomery County Public Schools, Montgomery College, and the Maryland-National Capital Park and Planning Commission

Background

1. On May 22, 2008 the Council approved the FY2009 operating budget for the County Government in Resolution No. 16-577. Action clause 49 stated that: "As a condition of spending any funds appropriated in this resolution and not disapproved or reduced under Charter Section 306, the Executive must transmit to the Council any recommended budget savings plan or similar action.... Any budget savings plan or similar action is subject to review and approval by the Council...."
2. In a memorandum to the Council President dated November 13, 2008, the Executive proposed the following savings for the remainder of FY2009 to help eliminate a large projected operating budget gap in FY2010:

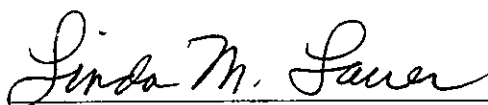
| Agency             | Proposed Savings |
|--------------------|------------------|
| County Government  | \$24,780,720     |
| MCPS               | 19,369,570       |
| Montgomery College | 2,636,364        |
| M-NCPPC            | 2,479,340        |
| Total              | \$49,265,994     |

3. On November 20 and 24, 2008 the Council's Committees reviewed the proposed savings.

Action

1. The County Council for Montgomery County, Maryland approves the FY2009 budget savings plans as outlined in pages 2 and 3 and in the attached documents.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

## FY09 Budget Savings Plan

Compared to the Executive's proposed plan:

Positive amounts are expenditure reductions (budget savings)

Negative amounts are expenditure increases (not budget savings)

### I. The Executive proposed the following savings:

Dollars

|                    |            |
|--------------------|------------|
| County Government  | 24,780,720 |
| MCPS               | 19,369,570 |
| Montgomery College | 2,636,364  |
| MNCPPC             | 2,479,340  |
| Total              | 49,265,994 |

### IIA. The Council did not approve the following savings the Executive proposed for County Government:

|   |                    |
|---|--------------------|
| <b>Health and Human Services</b>  |                    |
| Do not reduce the supplement to service providers for services for the developmentally disabled   | (175,000)          |
|   |                    |
|   |                    |
| <b>Fire and Rescue Service (do not make the first 5 reductions)</b>   |                    |
| S1 – Ambulance 717 (Laytonsville) from 24/7 to 10/5   | (217,500)          |
| S2 – Ambulance 709 (Hyattstown) from 24/7 to 10/5   | (217,500)          |
| S3 – Ambulance 711 (Glen Echo) from 24/7 to 10/5  | (217,500)          |
| S4 – Ambulance 719 (Silver Spring) Flex Unit (Overtime)   | (87,000)           |
| S7 – Destaff rescue squad 729 (Germantown); move 1 person to Tower 729  | (300,000)          |
| S5 – Restore partial funding for LFRD Administrative Personnel  | (57,500)           |
|   |                    |
|   |                    |
| <b>Recreation</b>   |                    |
| Do not reduce hours at senior centers   | (1,420)            |
|   |                    |
| <b>Transportation, Mass Transit</b>   |                    |
| Do not reduce pavement markings   | (50,000)           |
| Reduce mid-day frequency on Ride-On route 63 rather than deleting mid-day service entirely (\$20,240 additional spending and \$1,490 additional fare revenue) | (18,750)           |
| <b>Total savings the Council did not approve for County Government</b>  | <b>(1,342,170)</b> |
|   |                    |
|   |                    |
| <b>IIB. The Council approved additional savings for County Government:</b>  |                    |
| <b>Technology Services</b>  |                    |
| Delay the hiring of 5 more vacant positions, for additional savings   | 270,000            |
| Additional reduction to contractual consulting support costs  | 250,000            |

|   |                   |
|---|-------------------|
| <b>NDA for Desktop Computer Modernization</b>   |                   |
| Delay the purchase of 500 personal computers  | 650,000           |
|   |                   |
| <b>Fire and Rescue Service</b>  |                   |
| Reduce two 24/7 EMS Duty Officer slots, discontinuing one in December and one in January. | 650,000           |
|   |                   |
| <b>General Services</b>   |                   |
| Defer additional administrative vehicle replacement until FY10                            | 148,300           |
| <b>Total additional savings the Council approved for County Government</b>                | <b>1,968,300</b>  |
|   |                   |
| <b>Net savings the Council approved for County Government</b>                             | <b>25,406,850</b> |
|   |                   |
|   |                   |
| <b>III. MCPS</b>  |                   |
| Executive's proposed reductions   | 19,369,570        |
| Executive's proposed reductions that the Council did not approve                          | (16,369,570)      |
| Savings the Council approved  | 3,000,000         |
|   |                   |
|   |                   |
| <b>IV. Montgomery College</b>   |                   |
| Executive's proposed reductions   | 2,636,364         |
| Executive's proposed reductions that the Council did not approve                          | (527,273)         |
| Savings the Council approved  | 2,109,091         |
|   |                   |
|   |                   |
| <b>V. MNCPPC</b>  |                   |
| Executive's proposed reductions   | 2,479,340         |
| Executive's proposed reductions that the Council did not approve                          | 0                 |
| Savings the Council approved  | 2,479,340         |
|   |                   |
|   |                   |
| <b>VI. The Council approved the following savings:</b>                                    |                   |
| County Government   | 25,406,850        |
| MCPS  | 3,000,000         |
| Montgomery College  | 2,109,091         |
| MNCPPC  | 2,479,340         |
| <b>Total savings the Council approved</b>   | <b>32,995,281</b> |

|   | <u>Circle Number</u> |
|---|----------------------|
| November 13, 2008 memorandum from County Executive Isiah Leggett            | 1-47                 |
| November 11, 2008 memorandum from MCPS Superintendent Jerry D. Weast        | 48-53                |
| November 13, 2008 letter from Montgomery College President Brian K. Johnson | 54-55                |
| November 20, 2008 memorandum from Planning Board Chairman Royce Hanson      | 56-63                |
| November 6, 2008 letter from HOC Acting Executive Director Annie B. Alston  | 64-65                |



OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Isiah Leggett  
County Executive

MEMORANDUM

November 13, 2008

TO: Michael J. Knapp, Council President

FROM: Isiah Leggett, County Executive

SUBJECT: FY09 Savings Plan

Attached please find my Recommended FY09 Savings Plan for Montgomery County Government, as well as the other tax supported County Agencies. The attached plan identifies savings of nearly \$50 million from the current year that will be applied to close the projected gap of over \$250 million in FY10. We have worked to identify savings that could be realized without severely impacting direct services, especially to public safety and our most vulnerable residents. However, some service reductions are unavoidably included in the attached proposed plan.

As in the past, the Council may not be supportive of some of my proposed reductions. If the Council insists on not supporting the attached proposed reductions, I strongly recommend that it propose offsetting reductions in other areas of the budget to maintain the total amount of savings that can be used to close the projected FY10 budget gap. Deferring needed savings at this time will only temporarily postpone the urgent need to make difficult choices in the future. In fact, the less time in which agencies have to make the necessary reductions, the deeper and more difficult those reductions will need to be to achieve the same savings. Resolution of the budget gap is problematic because even more difficult and complex issues will need to be addressed during the Council's short time for reviewing and approving the annual budget. And as I have made clear, I do not support and will not recommend exceeding the charter limit on property taxes in the FY10 operating budget.

Because of the very serious nature of the current economy, I urge the Council to quickly approve the reductions proposed in the attached Savings Plan. The projected gap for FY10 may significantly worsen in the near future because of continued volatility in the financial markets and the very real potential for further and substantive reductions in State Aid. We have already absorbed cuts of over \$21 million in State Aid losses between FY09 and FY10 and we understand that further reductions are planned for this fiscal year. Under these circumstances, it is quite likely that further current year spending reductions will be necessary.

The attached plan includes proposed targets for Montgomery County Public Schools (MCPS), the Maryland-National Capital Park and Planning Commission (M-NCPPC), the Housing Opportunities Commission (HOC), and Montgomery College (the College). My staff have been in contact with the fiscal teams of each of these agencies and discussed feasible and attainable spending.

Michael J. Knapp, Council President  
November 13, 2008  
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reduction targets. However, with the exception of HOC, we have not received a specific spending reduction plan from any agency that has been approved by the appropriate governing body.

I recommend a savings target of 1% for MCPS which would produce savings of approximately \$19.4 million. As the chart below indicates, the MCPS operating budget accounts for nearly 55% of the tax supported budget, but a 1% target would contribute a little over 39% to the total savings plan target. The percentage reduction for the other agencies is significantly higher.

As you know, we are actively engaged in discussions with our employee representatives on economic terms of the existing labor contracts. Even assuming these talks have a successful outcome and that the Council approves the proposed savings plan of \$50 million, we still have a sizeable gap remaining for FY10. In addition, failure to approve the Emergency Medical Services Transport Fee will necessitate further reductions to other vital programs and services to maintain fire and rescue services.

I strongly urge the Council to expedite its review and approval of the attached Savings Plan, so that the necessary actions can be implemented as soon as possible. My staff is available to assist the Council in its review of the attached proposal. Thank you for your support of our efforts to preserve our most important services while preserving the fiscal health of the County Government.

#### Executive Recommended FY09 Savings Plan

|              | Tax Supported<br>Approved FY09<br>Budget | Executive<br>Recommended Savings<br>Plan Target | Agency as % of<br>Total Budget | Target as % of<br>Total Savings<br>Plan' | Savings Plan<br>Target as % of<br>Budget |
|--------------|--|---|--------------------------------|--|--|
| MCG          | 1,279,432,930                            | 24,747,160                                      | 36.2%                          | 50.3%                                    | 1.93%                                    |
| MNCPPC       | 106,424,200                              | 2,479,340                                       | 3.0%                           | 5.0%                                     | 2.33%                                    |
| MCPS         | 1,936,956,571                            | 19,369,566                                      | 54.8%                          | 39.3%                                    | 1.00%                                    |
| College      | 212,357,803                              | 2,636,364                                       | 6.0%                           | 5.4%                                     | 1.24%                                    |
| <b>Total</b> | <b>3,535,171,504</b>                     | <b>49,232,430</b>                               |                                |  | <b>1.39%</b>                             |

#### Notes:

- 1 Amounts above excludes Debt Service
- 2 For MCPS, The Executive Recommends a target of 1% of the MCPS appropriation or \$19.4 million.
- 3 The College and MNCPPC have not formally committed to an FY09 savings plan or specified how those reductions may be achieved.
- 4 The College has indicated that a savings plan target of 2% of Local Contribution or \$2 million is appropriate in light of recent State Aid reductions approved by the Board of Public Works in October 2008.

Michael J. Knapp, Council President  
November 13, 2008  
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IL:jfb

c: Timothy L. Firestine, Chief Administrative Officer  
Jennifer Barrett, Director, Department of Finance  
Joseph F. Beach, Director, Office of Management and Budget  
Dr. Jerry Weast, Superintendent, Montgomery County Public Schools  
Dr. Brian Johnson, President, Montgomery College  
Royce Hanson, Chair, Montgomery County Planning Board  
Michael J. Kator, Chair, Housing Opportunities Commission

Attachments

# FY09 SAVINGS PLAN ANALYSIS

| Fund/Department Name                                | FY09 Approved                   |             | Recommended Revenue | Savings as a percent of Original FY09 Budget |
|---|---------------------------------|-------------|---------------------|--|
|   | (per Council Resolution 16-577) | Total \$    |                     |  |
| Tax Supported                                       |                                 |             |                     |  |
| General Fund  |                                 |             |                     |  |
| Board of Appeals                                    | 619,300                         | -15,480     | 0                   | -2.5%  |
| Circuit Court                                       | 10,747,630                      | -268,690    | 0                   | -2.5%  |
| Commission for Women                                | 1,317,430                       | -32,940     | 0                   | -2.5%  |
| Consumer Protection                                 | 2,708,490                       | -66,560     | 0                   | -2.5%  |
| Correction and Rehabilitation                       | 65,602,820                      | -655,700    | 0                   | -1.0%  |
| County Attorney                                     | 5,680,860                       | -147,960    | 0                   | -2.6%  |
| County Council                                      | 9,580,700                       | -237,000    | 0                   | -2.5%  |
| County Executive                                    | 6,979,440                       | -174,500    | 0                   | -2.5%  |
| Economic Development                                | 8,048,580                       | -182,660    | 0                   | -2.3%  |
| Emergency Management and Homeland Security          | 1,653,690                       | -16,220     | 0                   | -1.0%  |
| Environmental Protection                            | 4,401,540                       | -108,240    | 0                   | -2.5%  |
| Finance   | 10,727,300                      | -264,840    | 0                   | -2.5%  |
| General Services                                    | 28,321,280                      | -708,030    | 0                   | -2.5%  |
| Health and Human Services                           | 201,256,130                     | -3,195,250  | -195,250            | -1.5%  |
| Housing and Community Affairs                       | 5,634,370                       | -139,050    | 0                   | -2.5%  |
| Human Resources                                     | 9,522,970                       | -262,970    | 0                   | -2.8%  |
| Human Rights  | 2,501,500                       | -61,600     | 0                   | -2.5%  |
| Inspector General                                   | 700,720                         | -17,520     | 0                   | -2.5%  |
| Intergovernmental Relations                         | 882,770                         | -22,070     | 0                   | -2.5%  |
| Legislative Oversight                               | 1,370,300                       | -27,400     | 0                   | -2.0%  |
| Management and Budget                               | 4,067,640                       | -100,880    | 0                   | -2.5%  |
| NDA - Compensation and Employee Benefits Adjustment | 3,070,590                       | -809,420    | 0                   | -26.4%                                       |
| NDA - Desktop Modernization                         | 7,136,360                       | -178,410    | 0                   | -2.5%  |
| NDA - Housing Opportunities Commission              | 6,140,640                       | -153,520    | 0                   | -2.5%  |
| NDA - Leases  | 18,455,210                      | -461,380    | 0                   | -2.5%  |
| NDA - Working Families Income Supplement            | 13,667,700                      | -3,832,300  | 0                   | -28.0%                                       |
| Police  | 240,313,050                     | -2,397,300  | 0                   | -1.0%  |
| Public Information                                  | 1,308,720                       | -32,720     | 0                   | -2.5%  |
| Public Libraries                                    | 40,255,530                      | -979,820    | 0                   | -2.4%  |
| Regional Services Centers                           | 4,494,100                       | -110,910    | 0                   | -2.5%  |
| Sheriff   | 20,533,520                      | -205,180    | 0                   | -1.0%  |
| State's Attorney                                    | 12,595,950                      | -125,960    | 0                   | -1.0%  |
| Technology Services                                 | 33,711,050                      | -837,920    | 0                   | -2.5%  |
| Transportation                                      | 48,747,040                      | -1,195,150  | 0                   | -2.5%  |
| Zoning & Administrative Hearings                    | 551,910                         | -13,800     | 0                   | -2.5%  |
| General Fund Total:                                 | 833,306,830                     | -18,039,350 | -195,250            | -2.1%  |
| Special Funds                                       |                                 |             |                     |  |
| Urban District - Silver Spring                      |                                 |             |                     |  |
| Urban Districts                                     | 2,890,770                       | -72,270     | 0                   | -2.5%  |
| Urban District - Wheaton                            |                                 |             |                     |  |
| Urban Districts                                     | 1,660,480                       | -41,510     | 0                   | -2.5%  |



# FY09 SAVINGS PLAN ANALYSIS

| Fund/Department Name                              | FY09 Approved<br>(per Council Resolution 16-577) | Recommended<br>Total \$ | Recommended<br>Revenue | Savings as a<br>percent of Original<br>FY09 Budget |
|---|--|-------------------------|------------------------|--|
| <u>Mass Transit</u>                               |  |                         |                        |  |
| DOT-Transit Services                              | 113,259,360                                      | -1,438,000              | -29,350                | -1.2%  |
| <u>Fire</u>                                       |  |                         |                        |  |
| Fire and Rescue Service                           | 191,054,930                                      | -1,909,370              | 0                      | -1.0%  |
| <u>Recreation</u>                                 |  |                         |                        |  |
| Recreation  | 32,457,220                                       | -796,850                | 0                      | -2.5%  |
| Special Funds Total:                              | 341,322,760                                      | -4,258,000              | -29,350                | -1.2%  |
| MCG Tax Supported Total:                          | 1,174,629,590                                    | -22,297,350             | -224,600               | -1.9%  |
| <b>Non-Tax Supported</b>                          |  |                         |                        |  |
| <b>Enterprise Fund</b>                            |  |                         |                        |  |
| <u>Liquor Control</u>                             |  |                         |                        |  |
| Liquor Control                                    | 39,228,000                                       | -969,480                | 0                      | -2.5%  |
| MCG Non-Tax Supported Total:                      | 39,228,000                                       | -969,480                | 0                      | -2.5%  |
| <b>Internal Service Funds</b>                     |  |                         |                        |  |
| <b>Internal Service Funds</b>                     |  |                         |                        |  |
| <u>Printing &amp; Mail</u>                        |  |                         |                        |  |
| General Services                                  | 6,583,470  | -162,650                | 0                      | -2.5%  |
| <u>Motor Pool</u>                                 |  |                         |                        |  |
| DGS-Fleet Management Services                     | 67,674,780                                       | -1,351,240              | 0                      | -2.0%  |
| MCG Internal Service Funds Total:                 | 74,258,250                                       | -1,513,890              | 0                      | -2.0%  |
| Montgomery County Government:                     | 1,288,115,840                                    | -24,780,720             | -224,600               | -1.9%  |
| Montgomery County Public Schools:                 | 1,936,956,571                                    | -19,369,570             | 0                      | -1.0%  |
| Montgomery College:                               | 211,607,803                                      | -2,636,364              | 0                      | -1.2%  |
| Maryland-National Capital Park and Planning Commi | 106,424,200                                      | -2,479,340              | 0                      | -2.3%  |
| <b>TOTAL ALL AGENCIES</b>                         | <b>3,543,104,414</b>                             | <b>-49,265,994</b>      | <b>-224,600</b>        | <b>-1.4%</b>                                       |

# FY09 SAVINGS PLAN

MCG Tax Supported

| Ref No | Title | Total \$ | Revenue |
|--------|-------|----------|---------|
|--------|-------|----------|---------|

## General Fund

### Board of Appeals

#### Decrease Cost

|    |                         |                |          |
|----|-------------------------|----------------|----------|
| S1 | Reduce Operating Funds  | -15,480        | 0        |
|    |                         | -15,480        | 0        |
|    | <b>Board of Appeals</b> | <b>-15,480</b> | <b>0</b> |

### Circuit Court

#### Decrease Cost

|    |   |                 |          |
|----|---|-----------------|----------|
| S1 | Savings Plan Reduction - Turnover Savings | -268,690        | 0        |
|    |   | -268,690        | 0        |
|    | <b>Circuit Court</b>                      | <b>-268,690</b> | <b>0</b> |

### Commission for Women

#### Decrease Cost

|    |   |                |          |
|----|---|----------------|----------|
| S1 | Program Specialist I Position from Full-time to Part-time | -32,940        | 0        |
|    |   | -32,940        | 0        |
|    | <b>Commission for Women</b>                               | <b>-32,940</b> | <b>0</b> |

### Consumer Protection

#### Decrease Cost

|    |  |                |          |
|----|--|----------------|----------|
| S1 | Principal Administrative Aide Position                         | -40,260        | 0        |
| S2 | Travel Expenses  | -5,000         | 0        |
| S3 | Cellular Phones and Other Communication Services/Upgrades      | -2,500         | 0        |
| S4 | Professional Services  | -7,000         | 0        |
| S5 | Use of County Vehicle  | -1,300         | 0        |
| S6 | Computer Equipment Costs                                       | -3,500         | 0        |
| S7 | Periodicals and Other Reference Materials and Memberships Dues | -2,000         | 0        |
| S8 | Duplicating Services and Bulk Mail                             | -3,000         | 0        |
| S9 | Other Operating Expenses                                       | -2,000         | 0        |
|    |  | -66,560        | 0        |
|    | <b>Consumer Protection</b>                                     | <b>-66,560</b> | <b>0</b> |

### Correction and Rehabilitation

#### Reduce

|    |  |                 |          |
|----|--|-----------------|----------|
| S1 | Lapse Positions to Reduce Personnel Costs - DOCR | -655,700        | 0        |
|    |  | -655,700        | 0        |
|    | <b>Correction and Rehabilitation</b>             | <b>-655,700</b> | <b>0</b> |

### County Attorney

#### Decrease Cost

|    |  |                 |          |
|----|--|-----------------|----------|
| S1 | Shift - Principal Administrative Aide to Insurance Defense Litigation Case Assignments | -36,410         | 0        |
| S2 | Lapse - Assistant County Attorney III - Human Resources & Appeals Division             | -21,750         | 0        |
| S3 | Lapse - Assistant County Attorney III - Public Interest Litigation Division            | -89,800         | 0        |
|    |  | -147,960        | 0        |
|    | <b>County Attorney</b>   | <b>-147,960</b> | <b>0</b> |

### County Council

#### Decrease Cost

|    |                   |         |   |
|----|-------------------|---------|---|
| S1 | Operating Expense | -50,000 | 0 |
|----|-------------------|---------|---|

## FY09 Savings Plan

## MCG Tax Supported

| Ref No.   | Title   | Total \$        | Revenue  |
|---|---|-----------------|----------|
| <b>County Council</b>                             |   |                 |          |
| S2  | Turnover  | -85,000         | 0        |
| S3  | Lapse   | -102,000        | 0        |
|   |   | -237,000        | 0        |
|   | <b>County Council</b>   | <b>-237,000</b> | <b>0</b> |
| <b>County Executive</b>                           |   |                 |          |
| <u>Decrease Cost</u>                              |   |                 |          |
| S1  | Accountant/Auditor III  | -72,500         | 0        |
| S2  | Special Assistant to the County Executive                           | -102,000        | 0        |
|   |   | -174,500        | 0        |
|   | <b>County Executive</b>   | <b>-174,500</b> | <b>0</b> |
| <b>Economic Development</b>                       |   |                 |          |
| <u>Decrease Cost</u>                              |   |                 |          |
| S1  | Costs for MBD Director through Lapse Savings                        | -177,050        | 0        |
| S2  | Costs for Intern Position through Lapse Savings                     | -5,610          | 0        |
|   |   | -182,660        | 0        |
|   | <b>Economic Development</b>   | <b>-182,660</b> | <b>0</b> |
| <b>Emergency Management and Homeland Security</b> |   |                 |          |
| <u>Reduce</u>                                     |   |                 |          |
| S1  | Lapse of vacant positions in Office of Emergency Management         | -16,220         | 0        |
|   |   | -16,220         | 0        |
|   | <b>Emergency Management and Homeland Security</b>                   | <b>-16,220</b>  | <b>0</b> |
| <b>Environmental Protection</b>                   |   |                 |          |
| <u>Decrease Cost</u>                              |   |                 |          |
| S1  | Personnel costs   | -85,000         | 0        |
| S2  | Operating Expenses  | -23,240         | 0        |
|   |   | -108,240        | 0        |
|   | <b>Environmental Protection</b>                                     | <b>-108,240</b> | <b>0</b> |
| <b>Finance</b>                                    |   |                 |          |
| <u>Decrease Cost</u>                              |   |                 |          |
| S1  | Personnel Cost Savings - key position turnover and delays in hiring | -264,840        | 0        |
|   |   | -264,840        | 0        |
|   | <b>Finance</b>  | <b>-264,840</b> | <b>0</b> |
| <b>General Services</b>                           |   |                 |          |
| <u>Decrease Cost</u>                              |   |                 |          |
| S1  | Increase Lapse  | -230,440        | 0        |
| S5  | Digitize work processes   | -87,590         | 0        |
|   |   | -318,030        | 0        |
| <u>Reduce</u>                                     |   |                 |          |
| S2  | Custodial & Janitorial Services                                     | -250,000        | 0        |
| S3  | Grounds and Landscaping Services                                    | -100,000        | 0        |
| S4  | Electrical Services   | -40,000         | 0        |
|   |   | -390,000        | 0        |
|   | <b>General Services</b>   | <b>-708,030</b> | <b>0</b> |
| <b>Health and Human Services</b>                  |   |                 |          |
| <u>Decrease Cost</u>                              |   |                 |          |
| S2  | Director's Office - Temporary Office Clerical Cost                  | -36,690         | 0        |

# FY09 Savings Plan

# MCG Tax Supported

| Ref.No.                          | Title  | Total \$          | Revenue         |
|----------------------------------|--|-------------------|-----------------|
| <b>Health and Human Services</b> |  |                   |                 |
| S3                               | Director's Office - Accountability and Outcomes Program - Operating Cost   | -15,000           | 0               |
| S4                               | Director's Office - African American Health Program - Operating Cost   | -22,080           | 0               |
| S6                               | Director's Office - Asian American Health Initiative - Operating Cost  | -10,500           | 0               |
| S7                               | OCOO - HIPAA Compliance Miscellaneous Cost   | -20,000           | 0               |
| S8                               | OCOO - IT contractual expenses   | -60,000           | 0               |
| S9                               | OCOO-Temporary Office Clerical Cost  | -47,000           | 0               |
| S10                              | OCOO - Support Services - Staff Training Cost  | -57,450           | -17,810         |
| S11                              | Community Action Agency - CASA Contract  | -13,980           | 0               |
| S12                              | CYF - Chief's Office Operating Costs   | -4,000            | 0               |
| S13                              | CYF-Linkages to Learning (LTL) Start-up Funds for New Sites  | -25,000           | 0               |
| S14                              | CYF-Linkages to Learning (LTL) Contract due to staffing vacancy savings  | -40,000           | 0               |
| S22                              | A&D - County Match Subsidies for Senior Assisted Group Home Program  | -50,000           | 0               |
| S23                              | PH - operating expenses  | -4,000            | 0               |
| S24                              | PH - contractual lapse for dental hygienist services   | -15,000           | 0               |
| S26                              | PH - Health Planning & Promotion Program operating expenses (translation, interpretation, and temporary services)    | -13,000           | 0               |
| S27                              | PH - Maternity Partnership due to decreased enrollment   | -38,190           | 0               |
| S29                              | PH - School Based Health Centers miscellaneous operating expenses  | -16,000           | 0               |
| S30                              | PH - Montgomery Cares  | -510,000          | 0               |
| S32                              | BHCS- psychiatric contract in Child and Adolescent Mental Health Services and shift services to county Psychiatrist. | -90,640           | 0               |
| S34                              | BHCS-lapse for outpatient addictions treatment contracts   | -22,470           | 0               |
| S36                              | BHCS - reduce lab services   | -6,000            | 0               |
| S37                              | BHCS - pharmacy assistance services  | -40,000           | -12,800         |
| S38                              | BHCS - Affiliated Sante contract (emergency services)  | -5,000            | 0               |
| S40                              | BHCS-the Residential Mental Health Fund  | -35,000           | 0               |
| S41                              | BHCS- job advertising budget   | -5,900            | 0               |
| S42                              | SNH-funds for operating expenses and temporary staff in the Handicapped Rental Assistance Program                    | -60,000           | 0               |
| S43                              | SNH-Rental Assistance Program expansion from 150 households per month to 75 households per month                     | -250,000          | 0               |
|                                  |  | <b>-1,512,900</b> | <b>-30,610</b>  |
| <b>Reduce</b>                    |  |                   |                 |
| S1                               | Increase lapse for vacant positions  | -1,088,240        | -163,240        |
| S17                              | CYF-Reduce Collaboration Council contract for wrap-around services   | -32,340           | 0               |
| S18                              | A&D - Supplement to providers of services to the developmentally disabled  | -175,000          | 0               |
| S19                              | A&D - Funding for two supported employment contracts   | -39,300           | 0               |
| S21                              | A&D - In Home Aide Program - Chore Services to all 48 clients; services will end February 2009                       | -50,000           | 0               |
| S25                              | PH - YMCA after school program and "Under 21" substance abuse mini-grants  | -14,400           | 0               |
| S28                              | PH - High School Wellness Center due to contractor vacancy savings   | -15,000           | 0               |
| S31                              | PH - Care For Kids contract  | -66,000           | 0               |
| S39                              | BHCS- Consumer Affairs Fund  | -8,000            | 0               |
|                                  |  | <b>-1,488,280</b> | <b>-163,240</b> |
| <b>Shift</b>                     |  |                   |                 |
| S5                               | Director's Office - Latino Health Initiative Program - Career Transition Center Contracts to State grant funding     | -23,100           | 0               |
| S15                              | CYF- Linkages to Learning (LTL) Case Management to State Funding   | -50,000           | 0               |
| S16                              | CYF-Positive Youth Development - contractual expenses to available Federal grant funds                               | -40,000           | 0               |
| S20                              | A&D - Respite Care Program - Operating Expenses to available federal grant funding                                   | -35,000           | 0               |
| S33                              | BHCS-personnel costs to available Alcohol and Drug Abuse Administration grant funds                                  | -27,950           | -1,400          |
| S35                              | BHCS-operating expenditures from the general fund to available Alcohol and Drug Abuse Administration Grant funds     | -18,020           | 0               |
|                                  |  | <b>-194,070</b>   | <b>-1,400</b>   |

## FY09 Savings Plan

## MCG Tax Supported

| Ref No.                              | Title   | Total \$          | Revenue         |
|--------------------------------------|---|-------------------|-----------------|
| <b>Health and Human Services</b>     |   | <b>-3,195,250</b> | <b>-195,250</b> |
| <b>Housing and Community Affairs</b> |   |                   |                 |
| <u>Decrease Cost</u>                 |   |                   |                 |
| S1                                   | Increase Lapse  | -56,200           | 0               |
| S2                                   | Delay in Hiring Vacant Positions  | -37,430           | 0               |
| S3                                   | Filling Vacant Code Enforcement Inspectors at a Lower Grade (Public Admin. Interns) | -29,300           | 0               |
| S4                                   | Charging Existing Staff to New HUD Grant (Foreclosure Assistance)                   | -16,120           | 0               |
|                                      |   | <b>-139,050</b>   | <b>0</b>        |
| <b>Housing and Community Affairs</b> |   | <b>-139,050</b>   | <b>0</b>        |
| <b>Human Resources</b>               |   |                   |                 |
| <u>Decrease Cost</u>                 |   |                   |                 |
| S1                                   | Lapse, turnover, and position funding shift savings                                 | -262,970          | 0               |
|                                      |   | <b>-262,970</b>   | <b>0</b>        |
| <b>Human Resources</b>               |   | <b>-262,970</b>   | <b>0</b>        |
| <b>Human Rights</b>                  |   |                   |                 |
| <u>Decrease Cost</u>                 |   |                   |                 |
| S1                                   | Lapse- Vacant Director (M1)   | -33,350           | 0               |
|                                      |   | <b>-33,350</b>    | <b>0</b>        |
| <u>Reduce</u>                        |   |                   |                 |
| S2                                   | Lapse - Former Director of Compliance (M3)  | -28,250           | 0               |
|                                      |   | <b>-28,250</b>    | <b>0</b>        |
| <b>Human Rights</b>                  |   | <b>-61,600</b>    | <b>0</b>        |
| <b>Inspector General</b>             |   |                   |                 |
| <u>Decrease Cost</u>                 |   |                   |                 |
| S1                                   | Rescind Capital Outlay Purchase   | -4,000            | 0               |
|                                      |   | <b>-4,000</b>     | <b>0</b>        |
| <u>Reduce</u>                        |   |                   |                 |
| S2                                   | Reduction of personnel costs of vacant position                                     | -13,520           | 0               |
|                                      |   | <b>-13,520</b>    | <b>0</b>        |
| <b>Inspector General</b>             |   | <b>-17,520</b>    | <b>0</b>        |
| <b>Intergovernmental Relations</b>   |   |                   |                 |
| <u>Decrease Cost</u>                 |   |                   |                 |
| S1                                   | Professional Services - HHS Legislative Analyst Services                            | -22,070           | 0               |
|                                      |   | <b>-22,070</b>    | <b>0</b>        |
| <b>Intergovernmental Relations</b>   |   | <b>-22,070</b>    | <b>0</b>        |
| <b>Legislative Oversight</b>         |   |                   |                 |
| <u>Reduce</u>                        |   |                   |                 |
| S1                                   | Reduce operating expenses.  | -27,400           | 0               |
|                                      |   | <b>-27,400</b>    | <b>0</b>        |
| <b>Legislative Oversight</b>         |   | <b>-27,400</b>    | <b>0</b>        |
| <b>Management and Budget</b>         |   |                   |                 |
| <u>Decrease Cost</u>                 |   |                   |                 |
| S1                                   | Lapse Vacant Mangement and Budget Specialist Position                               | -100,880          | 0               |
|                                      |   | <b>-100,880</b>   | <b>0</b>        |
| <b>Management and Budget</b>         |   | <b>-100,880</b>   | <b>0</b>        |

| Ref No.  | Title  | Total \$          | Revenue  |
|--|--|-------------------|----------|
| <b>NDA - Compensation and Employee Benefits Adjustment</b> |  |                   |          |
| <u>Decrease Cost</u>                                       |  |                   |          |
| S1   | Non-represented Pay-for-Performance  | -809,420          | 0        |
|  |  | -809,420          | 0        |
|  | <b>- Compensation and Employee Benefits Adjustment</b>                               | <b>-809,420</b>   | <b>0</b> |
| <b>NDA - Desktop Modernization</b>                         |  |                   |          |
| <u>Decrease Cost</u>                                       |  |                   |          |
| S1   | Reduce DCM Computer Acquisition & Peripherals  | -178,410          | 0        |
|  |  | -178,410          | 0        |
|  | <b>NDA - Desktop Modernization</b>   | <b>-178,410</b>   | <b>0</b> |
| <b>NDA - Housing Opportunities Commission</b>              |  |                   |          |
| <u>Decrease Cost</u>                                       |  |                   |          |
| S1   | Salary and Benefit Lapse   | -60,520           | 0        |
| S2   | Reduce Management Fee to HOC   | -60,000           | 0        |
| S3   | Delay Hiring of Financial Literacy Counselor   | -20,000           | 0        |
|  |  | -140,520          | 0        |
| <u>Reduce</u>  |  |                   |          |
| S4   | Reduce Funding for Program Activities  | -10,000           | 0        |
| S5   | Reduce Funding for Client Travel   | -3,000            | 0        |
|  |  | -13,000           | 0        |
|  | <b>NDA - Housing Opportunities Commission</b>  | <b>-153,520</b>   | <b>0</b> |
| <b>NDA - Leases</b>  |  |                   |          |
| <u>Decrease Cost</u>                                       |  |                   |          |
| S1   | Reduce leases  | -461,380          | 0        |
|  |  | -461,380          | 0        |
|  | <b>NDA - Leases</b>  | <b>-461,380</b>   | <b>0</b> |
| <b>NDA - Working Families Income Supplement</b>            |  |                   |          |
| <u>Decrease Cost</u>                                       |  |                   |          |
| S1   | WFIS Matching Payments   | -3,832,300        | 0        |
|  |  | -3,832,300        | 0        |
|  | <b>NDA - Working Families Income Supplement</b>                                      | <b>-3,832,300</b> | <b>0</b> |
| <b>Police</b>  |  |                   |          |
| <u>Decrease Cost</u>                                       |  |                   |          |
| S2   | Reduce the January 2009 Recruit Class from 20 to 15 police officer candidates (POCs) | -171,900          | 0        |
|  |  | -171,900          | 0        |
| <u>Reduce</u>  |  |                   |          |
| S1   | Lapse civilian positions   | -1,873,260        | 0        |
| S3   | Reduce operating expenses  | -352,140          | 0        |
|  |  | -2,225,400        | 0        |
|  | <b>Police</b>  | <b>-2,397,300</b> | <b>0</b> |
| <b>Public Information</b>                                  |  |                   |          |
| <u>Decrease Cost</u>                                       |  |                   |          |
| S1   | Outside Professional Writing Services  | -3,290            | 0        |
| S2   | Outside Professional Artwork and Graphic Design Assistance.                          | -4,000            | 0        |
| S3   | Postage Expenses by Decreasing the Number of Materials Mailed.                       | -2,000            | 0        |
| S4   | Copies Made to Significantly Save Paper Costs.                                       | -5,000            | 0        |

## FY09 Savings Plan

## MCG Tax Supported

| Ref No.                          | Title   | Total \$        | Revenue  |
|----------------------------------|---|-----------------|----------|
| <b>Public Information</b>        |   |                 |          |
| S5                               | Subscriptions and Newspaper Purchases.  | -1,030          | 0        |
| S6                               | Videotape and CD Purchases.   | -3,570          | 0        |
| S7                               | Outside Photography Expenses.   | -2,360          | 0        |
| S8                               | Training Books and Professional Subscriptions.  | -3,050          | 0        |
| S9                               | Graphics Materials for Presentations and Backdrop Purchases   | -8,420          | 0        |
|                                  |   | <b>-32,720</b>  | <b>0</b> |
|                                  | <b>Public Information</b>   | <b>-32,720</b>  | <b>0</b> |
| <b>Public Libraries</b>          |   |                 |          |
| <u>Decrease Cost</u>             |   |                 |          |
| S3                               | Non Materials Operating Expenses Reductions & Efficiencies  | -142,400        | 0        |
|                                  |   | <b>-142,400</b> | <b>0</b> |
| <u>Reduce</u>                    |   |                 |          |
| S1                               | Library Materials Budget - I  | -570,000        | 0        |
| S2                               | Library Materials Budget - II   | -217,420        | 0        |
| S5                               | Vacancy Management Plan   | -50,000         | 0        |
|                                  |   | <b>-837,420</b> | <b>0</b> |
|                                  | <b>Public Libraries</b>   | <b>-979,820</b> | <b>0</b> |
| <b>Regional Services Centers</b> |   |                 |          |
| <u>Decrease Cost</u>             |   |                 |          |
| S1                               | SSRSC - Lapse from Assistant Director position  | -9,690          | 0        |
| S2                               | MCRSC - Lapse for the Wheaton Redevelopment Principal Administrative Aide                             | -9,280          | 0        |
| S9                               | SSRSC - Marketing funds for printing of Silver Spring Dining Guide and Arts & Entertainment Guide     | -4,310          | 0        |
| S10                              | MCRSC - Lapse from Administrative Specialist III  | -2,650          | 0        |
| S11                              | UCRSC - Lapse from Principal Admin Aide position  | -2,410          | 0        |
| S12                              | ECRSC - Language Line charges   | -220            | 0        |
| S13                              | ECRSC - Charges to DFS (Facilities Maintenance Services)  | -1,000          | 0        |
| S14                              | BCCRSC - Temporary Office Clerical  | -550            | 0        |
| S15                              | BCCRSC - Non-Metro Travel expenses  | -500            | 0        |
|                                  |   | <b>-30,610</b>  | <b>0</b> |
| <u>Reduce</u>                    |   |                 |          |
| S3                               | UCRSC - Lapse Program Specialist and Principal Administrative Aide positions, from 7/1/08 to 11/1/08. | -37,440         | 0        |
| S4                               | BCRSC - Funding for Emerging Communities Program  | -10,560         | 0        |
| S5                               | ECRSC - Funding for Emerging Communities Program  | -10,230         | 0        |
| S6                               | MCRSC - Funding for Emerging Communities Program  | -5,000          | 0        |
| S7                               | SSRSC - Funding for Emerging Communities Program  | -8,930          | 0        |
| S8                               | UCRSC - Funding for Emerging Communities Program  | -8,140          | 0        |
|                                  |   | <b>-80,300</b>  | <b>0</b> |
|                                  | <b>Regional Services Centers</b>  | <b>-110,910</b> | <b>0</b> |
| <b>Sheriff</b>                   |   |                 |          |
| <u>Decrease Cost</u>             |   |                 |          |
| S1                               | Eliminate January 2009 deputy sheriff recruitment class   | -109,080        | 0        |
| S2                               | Delay procurement of lease/purchase x-ray machines  | -26,000         | 0        |
| S3                               | Lapse Sr. Supply Technician   | -49,770         | 0        |
| S4                               | Operating Expenses  | -11,730         | 0        |
| S5                               | Lapse P/T PAA in Warrants Section   | -8,600          | 0        |
|                                  |   | <b>-205,180</b> | <b>0</b> |
|                                  | <b>Sheriff</b>  | <b>-205,180</b> | <b>0</b> |
| <b>State's Attorney</b>          |   |                 |          |

## FY09 Savings Plan

## MCG Tax Supported

| Ref.No.                 | Title   | Total \$        | Revenue  |
|-------------------------|---|-----------------|----------|
| <b>State's Attorney</b> |   |                 |          |
| <u>Decrease Cost</u>    |   |                 |          |
| S1                      | Salary Differential on Employees Terminating Employment | -96,040         | 0        |
| S2                      | Employee Leave Without Pay                              | -9,600          | 0        |
| S3                      | Full Time Attorney Working 30 Hours Per Week            | -20,320         | 0        |
|                         |   | -125,960        | 0        |
|                         | <b>State's Attorney</b>                                 | <b>-125,960</b> | <b>0</b> |

**Technology Services**Decrease Cost

|     |   |          |   |
|-----|---|----------|---|
| S1  | Delay Hiring  | -269,750 | 0 |
| S2  | Discontinue Ricoh Copiers Annual Maintenance for 5 locations for 7 months | -7,100   | 0 |
| S3  | Termination of IJIS Office Lease  | -72,600  | 0 |
| S4  | Shift software maintenance cost to Municipalities                         | -22,000  | 0 |
| S5  | Reduce Intrusion Detection System (IDS) Software Maintenance              | -22,000  | 0 |
| S6  | Enhanced Service Level Agreement - FY09 Non-Payment Savings               | -70,000  | 0 |
| S7  | Delay Websense Server Hardware Upgrade                                    | -8,000   | 0 |
| S8  | Reduce HRMS / Integral Software Maintenance                               | -17,000  | 0 |
| S10 | Reduce Level of Contractual Support                                       | -293,000 | 0 |
|     |   | -781,450 | 0 |

Shift

|    |   |                 |          |
|----|---|-----------------|----------|
| S9 | Transfer CIO's Personnel Costs by 1/4 work year to Cable Fund | -56,470         | 0        |
|    |   | -56,470         | 0        |
|    | <b>Technology Services</b>                                    | <b>-837,920</b> | <b>0</b> |

**Transportation**Decrease Cost

|    |   |          |   |
|----|---|----------|---|
| S1 | Freeze hiring of various positions until 1/1/09                                 | -392,990 | 0 |
| S2 | Correct position funding  | -49,300  | 0 |
| S3 | Delay in implementing the Basic Ordering Agreement (Facility Planning - CIP CR) | -23,920  | 0 |
|    |   | -466,210 | 0 |

Eliminate

|    |                             |         |   |
|----|-----------------------------|---------|---|
| S4 | Unique Crosswalk Treatments | -60,000 | 0 |
|    |                             | -60,000 | 0 |

Reduce

|     |                                 |                   |          |
|-----|---------------------------------|-------------------|----------|
| S5  | Trail maintenance               | -183,700          | 0        |
| S6  | Mowing                          | -25,000           | 0        |
| S7  | Curb and Gutter maintenance     | -250,000          | 0        |
| S8  | Roadside maintenance            | -100,000          | 0        |
| S9  | Raised pavement markers         | -50,000           | 0        |
| S10 | Delay Loop Detector replacement | -60,240           | 0        |
|     |                                 | -668,940          | 0        |
|     | <b>Transportation</b>           | <b>-1,195,150</b> | <b>0</b> |

**Zoning & Administrative Hearings**Decrease Cost

|    |   |         |   |
|----|---|---------|---|
| S1 | Remove Blue Cross Code 1633                   | -7,580  | 0 |
| S2 | Reduce Non-Metro travel Code 3401             | -4,000  | 0 |
| S3 | Reduce Books, Videos & Subscriptions Code 460 | -800    | 0 |
| S4 | Decrease Local Conference Related Code 3500   | -800    | 0 |
| S5 | Reduce Other Supplies & Equipment Code 3849   | -620    | 0 |
|    |   | -13,800 | 0 |



# FY09 Savings Plan

MCG Tax Supported

| Ref No. | Title                            | Total \$    | Revenue  |
|---------|----------------------------------|-------------|----------|
|         | Zoning & Administrative Hearings | -13,800     | 0        |
|         | General Fund                     | -18,039,350 | -195,250 |

## Fire

### Fire and Rescue Service

#### Eliminate

|    |  |          |   |
|----|--|----------|---|
| S4 | Ambulance 719 Flex Unit (Overtime)                                 | -87,000  | 0 |
| S5 | 3 Local Fire and Rescue Department (LFRD) Administrative Personnel | -117,563 | 0 |
|    |  | -204,563 | 0 |

#### Reduce

|    |  |            |   |
|----|--|------------|---|
| S1 | Ambulance 717 from 24 hours to 10 hours a day for 5 days a week. | -217,500   | 0 |
| S2 | Ambulance 709 from 24 hours to 10 hours a day for 5 days a week. | -217,500   | 0 |
| S3 | Ambulance 711 from 24 hours to 10 hours a day for 5 days a week. | -217,500   | 0 |
| S6 | Recruit Class 34 Move from March 16 to June 22 (Salaries)        | -750,000   | 0 |
| S7 | Rescue Squad 729 by 2 personnel and move 1 person to Tower 729.  | -300,000   | 0 |
| S8 | Fire and Explosive Investigations (Overtime)                     | -2,307     | 0 |
|    |  | -1,704,807 | 0 |
|    | Fire and Rescue Service  | -1,909,370 | 0 |

## Mass Transit

### DOT-Transit Services

#### Decrease Cost

|     |  |          |   |
|-----|--|----------|---|
| S2  | Reduce Charges from Parking - Mid-Pike Plaza Park & Ride                               | -40,000  | 0 |
| S6  | Reduce budget for Automated Vehicle Location/Computer Aid Dispatch contractual support | -50,000  | 0 |
| S12 | Reduce Fare Share  | -190,000 | 0 |
|     |  | -280,000 | 0 |

#### Eliminate

|    |  |         |   |
|----|--|---------|---|
| S3 | Eliminate North Bethesda Transportation Management District audit  | -12,000 | 0 |
| S4 | Eliminate consultant contract from Customer and Operations Support | -10,000 | 0 |
|    |  | -22,000 | 0 |

#### Reduce

|     |  |            |         |
|-----|--|------------|---------|
| S1  | Reduce printing costs by eliminating paper transfers | -25,000    | 0       |
| S5  | Reduce use of temporary agencies                     | -25,000    | 0       |
| S7  | Freeze several Ride On vacancies                     | -280,000   | 0       |
| S8  | Reduce marketing activities.                         | -70,000    | 0       |
| S9  | Reduce Overtime                                      | -158,000   | 0       |
| S10 | Freeze vacant IT positions                           | -120,000   | 0       |
| S11 | Reduction in bus stop amenities                      | -100,000   | 0       |
| S13 | Reduce service on Ride On effective April 5, 2009.   | -358,000   | -29,350 |
|     |  | -1,136,000 | -29,350 |
|     | DOT-Transit Services                                 | -1,438,000 | -29,350 |

## Recreation

### Recreation

#### Decrease Cost

|    |  |          |   |
|----|--|----------|---|
| S1 | Decrease operating expenses in the Office of the Director                        | -28,400  | 0 |
| S2 | Decrease operating expenses for planned lifecycle replacement assets (PLAR)      | -107,890 | 0 |
| S4 | Decrease operating expenses for Team Management for the Affiliated Services Team | -6,000   | 0 |
| S5 | Decrease operating expenses for special events                                   | -27,270  | 0 |

## FY09 Savings Plan

## MCG Tax Supported

| Ref.No.           | Title   | Total \$        | Revenue  |
|-------------------|---|-----------------|----------|
| <b>Recreation</b> |   |                 |          |
| S6                | Decrease expenses for background investigations   | -28,160         | 0        |
| S7                | Decrease operating expenses for senior adult mini trips   | -15,690         | 0        |
| S8                | Decrease operating expenses for Senior and Therapeutic Recreation programs                                    | -20,970         | 0        |
| S9                | Reduce hours at senior centers (close three days)   | -1,420          | 0        |
| S13               | Decrease operating expenses for youth sports programs   | -22,000         | 0        |
| S14               | Decrease operating expenses for revenue based sports programs   | -17,740         | 0        |
| S15               | Decrease operating expenses for the management of the Camps, Classes, and Sports Team and OE for Summer Camps | -43,800         | 0        |
| S17               | Decrease operating expenses for the summer fun centers program  | -9,800          | 0        |
| S18               | Decrease operating expenses for Aquatic programs and facilities   | -47,500         | 0        |
| S20               | Decrease operating expenses and seasonal staff for the Regions  | -21,830         | 0        |
| S23               | Decrease contract cost for the Einstein Sports Academy  | -147,290        | 0        |
| S24               | Decrease expenses for academic support for the Springbrook and Paint Branch Sports Academies                  | -39,620         | 0        |
| S25               | Decrease operating expenses for Teen Clubs programs   | -50,000         | 0        |
| S26               | Reduce personnel costs for MCPD at the Blair Sports Academy and seasonal staff for teen programs              | -98,370         | 0        |
| S28               | Decrease operating expenses for the Sports Academies  | -20,000         | 0        |
|                   |   | <b>-753,750</b> | <b>0</b> |
| <u>Eliminate</u>  |   |                 |          |
| S3                | Eliminate the Healthy Choices program   | -43,100         | 0        |
|                   |   | <b>-43,100</b>  | <b>0</b> |
|                   | <b>Recreation</b>   | <b>-796,850</b> | <b>0</b> |

## Urban District - Silver Spring

## Urban Districts

Decrease Cost

|    |                             |                |          |
|----|-----------------------------|----------------|----------|
| S1 | Lapse from vacant positions | -72,270        | 0        |
|    |                             | <b>-72,270</b> | <b>0</b> |
|    | <b>Urban Districts</b>      | <b>-72,270</b> | <b>0</b> |

## Urban District - Wheaton

## Urban Districts

Decrease Cost

|    |   |                |          |
|----|---|----------------|----------|
| S1 | Lapse for vacant positions since 7/1/08 | -41,510        | 0        |
|    |   | <b>-41,510</b> | <b>0</b> |
|    | <b>Urban Districts</b>                  | <b>-41,510</b> | <b>0</b> |

|   |  |                    |                 |
|---|--|--------------------|-----------------|
| <b>MCG Tax Supported</b>                          |  | <b>-22,297,350</b> | <b>-224,600</b> |
| <b>Net Savings</b>                                |  | <b>-22,072,750</b> |                 |
| <b>(Total Exp. Savings &amp; Revenue Changes)</b> |  |                    |                 |

**FY09 Savings Plan**

**MCG Non-Tax Supported**

| Ref No. | Title | Total \$ | Revenue |
|---------|-------|----------|---------|
|---------|-------|----------|---------|

**Liquor Control**

**Liquor Control**

Decrease Cost

|    |   |                 |          |
|----|---|-----------------|----------|
| S1 | Lapse Program Manager II position for FY09                | -71,810         | 0        |
| S2 | Lapse IT Expert position for FY09                         | -104,430        | 0        |
| S3 | Lapse Inspector and Enforcement Field Supervisor for FY09 | -134,660        | 0        |
| S4 | Defer Purchase of Trucks for FY09                         | -320,000        | 0        |
| S5 | Defer Building Improvements (Retail) for FY09             | -338,580        | 0        |
|    |   | <b>-969,480</b> | <b>0</b> |
|    | <b>Liquor Control</b>                                     | <b>-969,480</b> | <b>0</b> |

|  |   |                 |          |
|--|---|-----------------|----------|
|  | <b>MCG Non-Tax Supported</b>                      | <b>-969,480</b> | <b>0</b> |
|  | <b>Net Savings</b>                                | <b>-969,480</b> |          |
|  | <b>(Total Exp. Savings &amp; Revenue Changes)</b> | <b>-969,480</b> |          |

## FY09 Savings Plan

## MCG Internal Service Funds

| Ref No. | Title | Total \$ | Revenue |
|---------|-------|----------|---------|
|---------|-------|----------|---------|

## Motor Pool

## DGS-Fleet Management Services

Decrease Cost

|    |  |                   |          |
|----|--|-------------------|----------|
| S1 | Replace all FY '09 targeted Public Safety Sedans with Chevrolet Impala                                     | -181,380          | 0        |
| S2 | Recall forty (40) underutilized administrative vehicles to replace FY '09 targeted administrative vehicles | -337,500          | 0        |
| S3 | Defer various FY '09 targeted equipment/vehicle replacement  | -832,360          | 0        |
|    |  | <b>-1,351,240</b> | <b>0</b> |
|    | <b>DGS-Fleet Management Services</b>   | <b>-1,351,240</b> | <b>0</b> |

## Printing &amp; Mail

## General Services

Reduce

|    |                          |                 |          |
|----|--------------------------|-----------------|----------|
| S1 | Reduce purchase of paper | -162,650        | 0        |
|    |                          | <b>-162,650</b> | <b>0</b> |
|    | <b>General Services</b>  | <b>-162,650</b> | <b>0</b> |

|  |   |                   |          |
|--|---|-------------------|----------|
|  | <b>MCG Internal Service Funds</b>                 | <b>-1,513,890</b> | <b>0</b> |
|  | <b>Net Savings</b>                                | <b>-1,513,890</b> |          |
|  | <b>(Total Exp. Savings &amp; Revenue Changes)</b> |                   |          |

|  |   |                    |                |
|--|---|--------------------|----------------|
|  | <b>MCG Total</b>                                  | <b>-24,780,720</b> | <b>224,600</b> |
|  | <b>MCG FY09 Net Savings</b>                       | <b>-24,556,120</b> |                |
|  | <b>(Total Exp. Savings &amp; Revenue Changes)</b> |                    |                |

# FY09 Savings Plan

# MCPS Tax Supported

| Ref No. | Title | Total \$ | Revenue |
|---------|-------|----------|---------|
|---------|-------|----------|---------|

## MCPS Current Fund

### MCPS

#### Decrease Cost

|    |   |             |   |
|----|---|-------------|---|
| S1 | MCPS reductions to meet the savings plan target | -19,369,570 | 0 |
|    |   | -19,369,570 | 0 |
|    | MCPS  | -19,369,570 | 0 |

|  |  |             |   |
|--|--|-------------|---|
|  | MCPS Tax Supported                     | -19,369,570 | 0 |
|  | Net Savings                            | -19,369,570 |   |
|  | (Total Exp. Savings & Revenue Changes) |             |   |

|  |  |             |   |
|--|--|-------------|---|
|  | MCPS Total:                            | -19,369,570 | 0 |
|  | MCPS FY09 Net Savings                  | -19,369,570 |   |
|  | (Total Exp. Savings & Revenue Changes) |             |   |

# FY09 Savings Plan

## MC Tax Supported

| Ref No. | Title | Total \$ | Revenue |
|---------|-------|----------|---------|
|---------|-------|----------|---------|

### MC Current Fund

#### Montgomery College

##### Reduce

|     |  |            |   |
|-----|--|------------|---|
| S1A | Local county contribution for College by 2% [FY09 base \$105,454,553]  | -2,109,091 | 0 |
| S1B | Local county contribution for College by additional 0.5% [total of 2.5% - with<br>1A - on FY09 base \$105,454,553] | -527,273   | 0 |
|     |  | -2,636,364 | 0 |
|     | Montgomery College   | -2,636,364 | 0 |

|  |   |            |   |
|--|---|------------|---|
|  | MC Tax Supported                                      | -2,636,364 | 0 |
|  | Net Savings<br>(Total Exp. Savings & Revenue Changes) | -2,636,364 |   |

|  |   |            |   |
|--|---|------------|---|
|  | MC Total:   | -2,636,364 | 0 |
|  | MC FY09 Net Savings<br>(Total Exp. Savings & Revenue Changes) | -2,636,364 |   |

FY09 Savings Plan

M-NCPPC Tax Supported

| Ref No. | Title | Total \$ | Revenue |
|---------|-------|----------|---------|
|---------|-------|----------|---------|

**M-NCPPC Administration**

**M-NCPPC**

Decrease Cost

|    |   |                 |          |
|----|---|-----------------|----------|
| S1 | MNCPPC reductions to meet the savings plan target | -826,450        | 0        |
|    |   | -826,450        | 0        |
|    | <b>M-NCPPC</b>                                    | <b>-826,450</b> | <b>0</b> |

**M-NCPPC Park (w/out Debt Serv.)**

**M-NCPPC**

Decrease Cost

|    |   |                   |          |
|----|---|-------------------|----------|
| S1 | MNCPPC reductions to meet the savings plan target | -1,652,890        | 0        |
|    |   | -1,652,890        | 0        |
|    | <b>M-NCPPC</b>                                    | <b>-1,652,890</b> | <b>0</b> |

|  |   |                   |          |
|--|---|-------------------|----------|
|  | <b>M-NCPPC Tax Supported</b>                      | <b>-2,479,340</b> | <b>0</b> |
|  | <b>Net Savings</b>                                |                   |          |
|  | <b>(Total Exp. Savings &amp; Revenue Changes)</b> | <b>-2,479,340</b> |          |

|  |   |                   |          |
|--|---|-------------------|----------|
|  | <b>M-NCPPC Total</b>                              | <b>-2,479,340</b> | <b>0</b> |
|  | <b>M-NCPPC FY09 Net Savings</b>                   |                   |          |
|  | <b>(Total Exp. Savings &amp; Revenue Changes)</b> | <b>-2,479,340</b> |          |

# FY09 SAVINGS PLAN

## Description/Justification

MCG Tax Supported

| Ref No. Title | \$ | Revenue |
|---------------|----|---------|
|---------------|----|---------|

### General Fund

#### Board of Appeals

|  |                                       |         |   |
|--|---------------------------------------|---------|---|
| S1   | DECREASE COST: REDUCE OPERATING FUNDS | -15,480 | 0 |
| <p>Applications are filed, processed and heard at public hearing on a 'walk in' basis, making prediction of the associated operating costs unpredictable. Based upon the FY08 Remaining Balance in Operating Funds, it is anticipated that this reduction of \$15,480 can be accommodated. An unanticipated increase in the number of new cases, or in the complexity of pending cases, could increase operating costs, resulting in an end of year deficit.</p> |                                       |         |   |
| <b>Board of Appeals Total:</b>   |                                       | -15,480 | 0 |

#### Circuit Court

|  |  |          |   |
|--|--|----------|---|
| S1   | DECREASE COST: SAVINGS PLAN REDUCTION - TURNOVER SAVINGS | -268,690 | 0 |
| <p>The Circuit Court will achieve its savings plan reduction target by means of salary lapse generated from the high level of employee turnover that the Court has been experiencing. Through cross-training and other measures taken by the Court to alleviate the short-term effects of turnover, there should be no impact on services.</p> |  |          |   |
| <b>Circuit Court Total:</b>  |  | -268,690 | 0 |

#### Commission for Women

|   |  |         |   |
|---|--|---------|---|
| S1  | DECREASE COST: PROGRAM SPECIALIST I POSITION FROM FULL-TIME TO PART-TIME | -32,940 | 0 |
| <p>In FY09, the department lost 0.5 work years. To accommodate this, the full-time Volunteer Coordinator position was eliminated and a half-time position was changed to full-time to absorb at least some of the duties of the abolished position. To meet our savings plan in FY09, the part-time position was extended by only 5 hours, meaning a decrease in 15 hours/week from our appropriation. At this point, we have only clerical staff to supervise and train the volunteers who serve as information and referral specialists for all incoming calls and clients. The incumbent of the affected position is one of only two employees on our staff (both part-time) who speak Spanish fluently. The Counseling and Career Center is receiving an increased number of Spanish speaking clients and for now can provide bilingual services at intake for only the limited hours remaining in that position.</p> |  |         |   |
| <b>Commission for Women Total:</b>  |  | -32,940 | 0 |

#### Consumer Protection

|  |  |         |   |
|--|--|---------|---|
| S1   | DECREASE COST: PRINCIPAL ADMINISTRATIVE AIDE POSITION                    | -40,260 | 0 |
| <p>By eliminating a full time Principal Administrative Aide the workload for this position will need to be distributed among existing staff.</p>       |  |         |   |
| S2   | DECREASE COST: TRAVEL EXPENSES   | -5,000  | 0 |
| <p>OCP can reduce the amount of travel expenses by reducing the number of offsite reconciliation and negotiation meetings.</p>                         |  |         |   |
| S3   | DECREASE COST: CELLULAR PHONES AND OTHER COMMUNICATION SERVICES/UPGRADES | -2,500  | 0 |
| <p>OCP can conserve the amount of cellular phone usage and postpone cellular phone and other communication services upgrades.</p>                      |  |         |   |
| S4   | DECREASE COST: PROFESSIONAL SERVICES                                     | -7,000  | 0 |
| <p>OCP can conserve the amount of professional service requests by limiting the amount of outside inspections and combining inspection requests.</p>   |  |         |   |
| S5   | DECREASE COST: USE OF COUNTY VEHICLE                                     | -1,300  | 0 |
| <p>OCP can conserve the amount motor pool expenses by limited the use of the County vehicle.</p>   |  |         |   |
| S6   | DECREASE COST: COMPUTER EQUIPMENT COSTS                                  | -3,500  | 0 |
| <p>OCP can conserve computer equipment expenses by postponing upgrades of office printer/scanners, facsimile machines, and other office equipment.</p> |  |         |   |



| Ref No.                           | Title   | \$             | Revenue  |
|-----------------------------------|---|----------------|----------|
| <b>Consumer Protection</b>        |   |                |          |
| S7                                | <b>DECREASE COST: PERIODICALS AND OTHER REFERENCE MATERIALS AND MEMBERSHIPS DUES</b><br>OCP can conserve costs of membership dues and reference materials by accessing information via internet when available. | -2,000         | 0        |
| S8                                | <b>DECREASE COST: DUPLICATING SERVICES AND BULK MAIL</b><br>OCP can conserve duplicating and bulk mail charges by referring consumers to webpage links in lieu of mailing paper documents and brochures.        | -3,000         | 0        |
| S9                                | <b>DECREASE COST: OTHER OPERATING EXPENSES</b><br>OCP can conserve other miscellaneous operating expenses by thoroughly monitoring all requests.  | -2,000         | 0        |
| <b>Consumer Protection Total:</b> |   | <b>-65,560</b> | <b>0</b> |

**Correction and Rehabilitation**

|   |   |                 |          |
|---|---|-----------------|----------|
| S1  | <b>REDUCE: LAPSE POSITIONS TO REDUCE PERSONNEL COSTS - DOCR</b><br>The Department plans to reduce personnel costs by lapsing positions (above budgeted lapse) to meet the assigned targeted savings. By lapsing positions, the Department will experience some service impact. Staff will assume responsibilities of the lapsed positions. Programs and services will be modified, but not eliminated. Caseloads will increase significantly. The lapse will generate some overtime on a mandatory basis. Moreover, there is no evident revenue impact at present.<br><br>Note: Positions mandated to be filled are not part of the savings plan. | -655,700        | 0        |
| <b>Correction and Rehabilitation Total:</b> |   | <b>-655,700</b> | <b>0</b> |

**County Attorney**

|                               |  |                 |          |
|-------------------------------|--|-----------------|----------|
| S1                            | <b>DECREASE COST: SHIFT - PRINCIPAL ADMINISTRATIVE AIDE TO INSURANCE DEFENSE LITIGATION CASE ASSIGNMENTS</b><br>Transfer a staff member (General Fund, PAA, grade 13) into a vacant, fully-budgeted PAA position which is a charge-back to the Self-Insurance Fund.<br><br>The staff member will take on workers' compensation administrative support for attorneys and paralegals. These duties include scheduling workers' compensation dockets, creating work files, entering work flow items into the work management system, and corresponding with the Claims Service.<br><br>The net effect will be a shifting of work out of the General Fund position and into a SIF vacant position. The GF position will be lapsed until the end of FY09 with the intent being to re-shift the transfer back to the GF position at the end of FY09 and a new hire made into the SIF position in FY10. | -36,410         | 0        |
| S2                            | <b>DECREASE COST: LAPSE - ASSISTANT COUNTY ATTORNEY III - HUMAN RESOURCES &amp; APPEALS DIVISION</b><br>Lapse vacant Assistant County Attorney III position until 12/1/08.<br><br>Position recently became vacant as a result of staff member being selected to work as a judge on the Circuit Court of Maryland in Montgomery County.<br><br>Work will temporarily shift within the Human Resources & Appeals Division until the position is re-hired after 12/1/08.  | -21,750         | 0        |
| S3                            | <b>DECREASE COST: LAPSE - ASSISTANT COUNTY ATTORNEY III - PUBLIC INTEREST LITIGATION DIVISION</b><br>Lapse vacant, part-time, General Fund, Assistant County Attorney III position until 6/30/09.<br><br>ACA III position has been vacant since the beginning of FY09 because of retirement.<br><br>Work has been shifted in the Public Interest Litigation Division since the retirement. The position was responsible for representation of the Board of License Commissioners.  | -89,800         | 0        |
| <b>County Attorney Total:</b> |  | <b>-147,960</b> | <b>0</b> |

**County Council**

|    |  |         |   |
|----|--|---------|---|
| S1 | <b>DECREASE COST: OPERATING EXPENSE</b><br>Cut \$50,000 from Professional Services | -50,000 | 0 |
|----|--|---------|---|

| Ref No.   | Title  | \$       | Revenue |
|---|--|----------|---------|
| <b>County Council</b>                             |  |          |         |
| S2  | DECREASE COST: TURNOVER<br>Savings from turnover   | -85,000  | 0       |
| S3  | DECREASE COST: LAPSE<br>Reduction from lapse positions   | -102,000 | 0       |
| County Council Total:                             |  | -237,000 | 0       |
| <b>County Executive</b>                           |  |          |         |
| S1  | DECREASE COST: ACCOUNTANT/AUDITOR III<br>This Accountant/Auditor III position is currently vacant. Allowing it to lapse for the remainder of the fiscal year will have minimal impact on the ability of the Internal Audit unit to fulfill their mission.  | -72,500  | 0       |
| S2  | DECREASE COST: SPECIAL ASSISTANT TO THE COUNTY EXECUTIVE<br>The Special Assistant position serves as a confidential political advisor to the County Executive. Although this critical member of the County Executive's team is provided for in the County Charter, this position has been held vacant to address other budgetary needs. Executive staff will continue to manage the impact of lapsing the position through December 31, 2008.  | -102,000 | 0       |
| County Executive Total:                           |  | -174,500 | 0       |
| <b>Economic Development</b>                       |  |          |         |
| S1  | DECREASE COST: COSTS FOR MBD DIRECTOR THROUGH LAPSE SAVINGS<br>The Marketing and Business Development Director will not be filled for the remainder of the fiscal year. The position has been vacant for a year and the department has adjusted its workflows to accommodate the vacancy by reassigning key functions of this position between Finance, Administration, and Special Projects and Business Empowerment.   | -177,050 | 0       |
| S2  | DECREASE COST: COSTS FOR INTERN POSITION THROUGH LAPSE SAVINGS<br>The department has a .2 workyear budgeted for an intern, which the department will not hire in FY09. Historically the intern positions have been used to provide work experience to college students who are interested in learning about issues related to economic development, but also provides staff with a level of help that would otherwise be unavailable particularly for data collection and recording.   | -5,610   | 0       |
| Economic Development Total:                       |  | -182,660 | 0       |
| <b>Emergency Management and Homeland Security</b> |  |          |         |
| S1  | REDUCE: LAPSE OF VACANT POSITIONS IN OFFICE OF EMERGENCY MANAGEMENT<br>Planning and mitigation functions will be delayed until new position is hired. Position is critical for continuation of all hazard mitigation and critical infrastructure risk modeling.  | -16,220  | 0       |
| Emergency Management and Homeland Security Total: |  | -16,220  | 0       |
| <b>Environmental Protection</b>                   |  |          |         |
| S1  | DECREASE COST: PERSONNEL COSTS<br>The saving comes from lapse generated by continuing to hold a position vacant (the position became vacant on August 1, 2008). While this reduces staff available to participate in facility planning and in regulatory review of WSSC and WASA operating and capital budget projects, the workload is being absorbed by other staff from this section and there will be no service impact. (The workload associated with this position is currently under review as part of a department-wide position analysis to determine whether the position can be abolished in FY10.) | -85,000  | 0       |
| S2  | DECREASE COST: OPERATING EXPENSES<br>Manageable impact on service delivery and operations - the streamlining of operating expenses such as "Other Supplies/Equipment" will be offset through better utilization of technology to implement our outreach/education efforts; scaling down our purchases of outreach supplies/equipment materials; and eliminating outside printing, periodicals, and other supplies.   | -23,240  | 0       |
| Environmental Protection Total:                   |  | -108,240 | 0       |
| <b>Finance</b>                                    |  |          |         |

| Ref No. | Title | \$ | Revenue |
|---------|-------|----|---------|
|---------|-------|----|---------|

**Finance**

|    |  |          |   |
|----|--|----------|---|
| S1 | <b>DECREASE COST: PERSONNEL COST SAVINGS - KEY POSITION TURNOVER AND DELAYS IN HIRING</b>  | -264,840 | 0 |
|    | FY09 Personnel Cost savings are the result of an unusually high number of "crucial position" vacancies due to: difficulty recruiting qualified candidates, the hiring freeze, and the start-up of the ERP and MCGtime Projects and subsequent promotion / transfer of key Departmental staff to these Projects thus creating internal vacancies. |          |   |
|    | The personnel cost savings from the Department's current turnover and vacancies is not reoccurring. Once these key positions are filled, the Department's workforce will once again stabilize, and the lapse generated from these positions will no longer exist.  |          |   |

|                       |                 |          |
|-----------------------|-----------------|----------|
| <b>Finance Total:</b> | <b>-264,840</b> | <b>0</b> |
|-----------------------|-----------------|----------|

**General Services**

|    |   |          |   |
|----|---|----------|---|
| S1 | <b>DECREASE COST: INCREASE LAPSE</b>  | -230,440 | 0 |
|    | DGS will increase lapse across divisions to equal 2% of budget.   |          |   |
| S2 | <b>REDUCE: CUSTODIAL &amp; JANITORIAL SERVICES</b>  | -250,000 | 0 |
|    | Custodial services will be cut in County facilities. Carpets will not be shampooed, tile floors will not be stripped and waxed and general cleaning will be less frequent. The result will be less clean facilities with an unkempt appearance which residents may find unattractive. |          |   |
| S3 | <b>REDUCE: GROUNDS AND LANDSCAPING SERVICES</b>   | -100,000 | 0 |
|    | Reduction in grounds maintenance will result in less frequent grass mowing, bushes and hedges left untrimmed and less frequent policing of grounds to remove scattered trash. Residents will find County facilities less attractive.  |          |   |
| S4 | <b>REDUCE: ELECTRICAL SERVICES</b>  | -40,000  | 0 |
|    | Electrical fixtures at County facilities will be left broken for longer periods as will burned out light bulbs. Facilities Maintenance will make every effort to see that this reduction does not negatively impact residents' or employees' safety.                                  |          |   |
| S5 | <b>DECREASE COST: DIGITIZE WORK PROCESSES</b>   | -87,590  | 0 |
|    | DGS is going digital. We will digitize work processes saving paper, toner, copier use, paper storage, filing space and general administrative costs.  |          |   |

|                                |                 |          |
|--------------------------------|-----------------|----------|
| <b>General Services Total:</b> | <b>-708,030</b> | <b>0</b> |
|--------------------------------|-----------------|----------|

**Health and Human Services**

|    |   |            |          |
|----|---|------------|----------|
| S1 | <b>REDUCE: INCREASE LAPSE FOR VACANT POSITIONS</b>  | -1,088,240 | -163,240 |
|    | Increase lapse assumptions based on current and expected vacancies.   |            |          |
| S2 | <b>DECREASE COST: DIRECTOR'S OFFICE - TEMPORARY OFFICE CLERICAL COST</b>  | -36,690    | 0        |
|    | The savings will be achieved by reducing temporary office clerical costs. There is no service impact.   |            |          |
| S3 | <b>DECREASE COST: DIRECTOR'S OFFICE - ACCOUNTABILITY AND OUTCOMES PROGRAM - OPERATING COST</b>  | -15,000    | 0        |
|    | The savings will be achieved by reducing non-encumbered professional purchase of service funds. There is no service impact.   |            |          |
| S4 | <b>DECREASE COST: DIRECTOR'S OFFICE - AFRICAN AMERICAN HEALTH PROGRAM - OPERATING COST</b>  | -22,080    | 0        |
|    | The savings will be achieved by reducing non-encumbered professional purchase of service funds. There is no service impact.   |            |          |
| S5 | <b>SHIFT: DIRECTOR'S OFFICE - LATINO HEALTH INITIATIVE PROGRAM - CAREER TRANSITION CENTER CONTRACTS TO STATE GRANT FUNDING</b>  | -23,100    | 0        |
|    | The savings will be achieved by shifting expenses for the Career Transition Center contract for Licensure of Foreign Trained health Professionals to available State grant funding. There is no service impact. |            |          |
| S6 | <b>DECREASE COST: DIRECTOR'S OFFICE - ASIAN AMERICAN HEALTH INITIATIVE - OPERATING COST</b>   | -10,500    | 0        |
|    | The savings will be achieved by reducing non-encumbered professional purchase of service funds. There is no service impact.   |            |          |
| S7 | <b>DECREASE COST: OCOO - HIPAA COMPLIANCE MISCELLANEOUS COST</b>  | -20,000    | 0        |
|    | The savings will be achieved by reducing miscellaneous operating expenses based on historical expenditure patterns. There is no service impact.   |            |          |

| Ref No.                          | Title   | \$       | Revenue |
|----------------------------------|---|----------|---------|
| <b>Health and Human Services</b> |   |          |         |
| S8                               | <b>DECREASE COST: OCOO - IT CONTRACTUAL EXPENSES</b><br>The savings will be achieved by reducing non-encumbered contractual expenses for IT support. The department will shift increased support activities to merit staff, potentially, delaying support to legacy applications, data extractions, etc.  | -60,000  | 0       |
| S9                               | <b>DECREASE COST: OCOO-TEMPORARY OFFICE CLERICAL COST</b><br>The savings will be achieved by reducing temporary office clerical in the Budget Unit and Support Services. There is no service impact.  | -47,000  | 0       |
| S10                              | <b>DECREASE COST: OCOO - SUPPORT SERVICES - STAFF TRAINING COST</b><br>The savings will be achieved by reducing staff training funds based on historical expenditure patterns. There is no service impact.  | -57,450  | -17,810 |
| S11                              | <b>DECREASE COST: COMMUNITY ACTION AGENCY - CASA CONTRACT</b><br>The savings will be achieved by reducing the CASA contract for rent & utilities for English as a Second Language (ESOL) classes based on historical expenditure patterns. There is no service impact.  | -13,980  | 0       |
| S12                              | <b>DECREASE COST: CYF - CHIEF'S OFFICE OPERATING COSTS</b><br>The savings will be achieved by reducing miscellaneous operating expenses. There will be no service impact.   | -4,000   | 0       |
| S13                              | <b>DECREASE COST: CYF-LINKAGES TO LEARNING (LTL) START-UP FUNDS FOR NEW SITES</b><br>The savings will be achieved by reducing funds that are not needed for start-up for new sites. These dollars were going to be utilized to implement new data collection and outcomes implementation procedures - including new quality assurance measures. There is no direct service impact.  | -25,000  | 0       |
| S14                              | <b>DECREASE COST: CYF-LINKAGES TO LEARNING (LTL) CONTRACT DUE TO STAFFING VACANCY SAVINGS</b><br>The savings will be achieved from staffing vacancy savings in the contract. There is no service impact.  | -40,000  | 0       |
| S15                              | <b>SHIFT: CYF- LINKAGES TO LEARNING (LTL) CASE MANAGEMENT TO STATE FUNDING</b><br>The savings will be achieved by shifting LTL case management expenses to DHR Family Investment Program (FIP) funding which is available due to a delay in implementing the subsidized employment program. There is no service impact.   | -50,000  | 0       |
| S16                              | <b>SHIFT: CYF-POSITIVE YOUTH DEVELOPMENT - CONTRACTUAL EXPENSES TO AVAILABLE FEDERAL GRANT FUNDS</b><br>The savings will be achieved by shifting expenses for the FY09 Identity, Inc. contract to available Federal Grant funds. There is no service impact.  | -40,000  | 0       |
| S17                              | <b>REDUCE: CYF-REDUCE COLLABORATION COUNCIL CONTRACT FOR WRAP-AROUND SERVICES</b><br>The savings will be achieved by reducing the contract with the Collaboration Council for wrap-around services. As a result of this reduction, two to three youth will not be served.   | -32,340  | 0       |
| S18                              | <b>REDUCE: A&amp;D - SUPPLEMENT TO PROVIDERS OF SERVICES TO THE DEVELOPMENTALLY DISABLED</b><br>The savings will be achieved by reducing the DD Supplement by \$175,000, the amount of funding approved to annualize the FY08 expansion.<br><br>For the past several years, the amount of County support to the providers has been equivalent to roughly 10% of their State funding for services provided to Montgomery County clients with developmental disabilities. The providers use this funding (approximately \$8 million in FY09) to augment non-Medicaid expenditures in their programs. In total, this proposed reduction will reduce the County's support to the providers by approximately two-percent (\$175,000). The providers maintain that without this support they are not able to attract and maintain the highest levels and quality of staffing. | -175,000 | 0       |
| S19                              | <b>REDUCE: A&amp;D - FUNDING FOR TWO SUPPORTED EMPLOYMENT CONTRACTS</b><br>The savings will be achieved by reducing funding for supported employment contracts (Melwood and Kennedy Institute Contracts) based on the following reasons: (1) the model used is outdated and (2) alternative service delivery models, such as Customized Employment, are gaining acceptance with Developmental Disabilities Administration as they consider moving toward more evidence-based models.  | -39,300  | 0       |
| S20                              | <b>SHIFT: A&amp;D - RESPITE CARE PROGRAM - OPERATING EXPENSES TO AVAILABLE FEDERAL GRANT FUNDING</b><br>This savings will be achieved by shifting the respite care costs to available federal Caregiver funding.  | -35,000  | 0       |

| Ref No.                          | Title   | \$      | Revenue |
|----------------------------------|---|---------|---------|
| <b>Health and Human Services</b> |   |         |         |
| S21                              | <b>REDUCE: A&amp;D - IN HOME AIDE PROGRAM - CHORE SERVICES TO ALL 48 CLIENTS; SERVICES WILL END FEBURARY 2009</b><br>The savings will be achieved by reducing Chore Services funding in FY09. This service is helpful to relatively few clients (48 clients annually) in the program's overall population. This reduction will leave \$100,000 available for chore services. Based on current spending patterns, this reduction will end the chore services program for FY09 by the end of February. For the few Social Services to Adults clients having a critical need for Chore services, the Program will cover these costs from within their IHAS Personal Care allocation. | -50,000 | 0       |
| S22                              | <b>DECREASE COST: A&amp;D - COUNTY MATCH SUBSIDIES FOR SENIOR ASSISTED GROUP HOME PROGRAM</b><br>The savings will be achieved by reducing funding from the Group Home Subsidy Program. This reduction will not have an impact. This is primarily a State grant funded program with an allocation of County general funds used as a supplement to the grant funds. The supplement is needed because the cost of group home care in Montgomery County is high. As the State grant award has been reduced over the years the need for general funds has dropped as well.   | -50,000 | 0       |
| S23                              | <b>DECREASE COST: PH - OPERATING EXPENSES</b><br>The savings will be achieved by reducing operating expenses related to memberships and dues in the Chief's Office. The FY09 dues were paid in FY08, so there is no service impact.   | -4,000  | 0       |
| S24                              | <b>DECREASE COST: PH - CONTRACTUAL LAPSE FOR DENTAL HYGIENIST SERVICES</b><br>The savings will be achieved with contractual lapse for dental hygienist services, due to the late execution of the FY09 contract. There is no service impact.  | -15,000 | 0       |
| S25                              | <b>REDUCE: PH - YMCA AFTER SCHOOL PROGRAM AND "UNDER 21" SUBSTANCE ABUSE MINI-GRANTS</b><br>The savings will be achieved by reducing health promotion and prevention contracts for YMCA (Carroll Ave/Quebec Terr Community Center) after school program and Under 21 Substance Abuse mini grants. The reduction to the YMCA contract will result in an increase in the Staff to child ratio from 1:11.6 to 1:13. The program will continue to serve an average of 35 children per day. The reduction to the mini grant contract will reduce the number of grants available for substance abuse prevention activities from approximately 40 to 30.                                 | -14,400 | 0       |
| S26                              | <b>DECREASE COST: PH - HEALTH PLANNING &amp; PROMOTION PROGRAM OPERATING EXPENSES (TRANSLATION, INTERPRETATION, AND TEMPORARY SERVICES)</b><br>The savings will be achieved by reducing miscellaneous operating expenses for temporary and interpretation and translation services. There is no service impact related to the interpretation and translation services due to the availability of the Language Line and a bi-lingual Community Services Aide on staff.   | -13,000 | 0       |
| S27                              | <b>DECREASE COST: PH - MATERNITY PARTNERSHIP DUE TO DECREASED ENROLLMENT</b><br>The savings will be achieved from decreased enrollment in the Maternity Partnership Program. The program projects approximately 44 fewer women will be enrolled for FY09. There will be no service impact.  | -38,190 | 0       |
| S28                              | <b>REDUCE: PH - HIGH SCHOOL WELLNESS CENTER DUE TO CONTRACTOR VACANCY SAVINGS</b><br>The savings will be achieved by reducing hours from 24 to 18 Hours per week for Nurse Practitioner services at the Northwood High School Wellness Center. The contractor has been unable to recruit a Nurse Practitioner to fulfill the contract requirements.   | -15,000 | 0       |
| S29                              | <b>DECREASE COST: PH - SCHOOL BASED HEALTH CENTERS MISCELLANEOUS OPERATING EXPENSES</b><br>The savings will be achieved by reducing miscellaneous operating expenses such as supplies, equipment, printing and business travel cost. There is no service impact.  | -16,000 | 0       |

| Ref No.                          | Title   | \$       | Revenue |
|----------------------------------|---|----------|---------|
| <b>Health and Human Services</b> |   |          |         |
| S30                              | <b>DECREASE COST: PH - MONTGOMERY CARES</b>   | -510,000 | 0       |
|                                  | The savings will be achieved by reducing operating expenses for facilities, community pharmacy, behavioral health pilot and a homeless services contractual position.   |          |         |
|                                  | The Montgomery Cares facilities funding (\$1.4 million) is split between the department and the Primary Care Coalition. This facilities reduction is within the department's facilities funds and does not have an impact because the department carried over FY08 funds for facility needs for Holy Cross. Holy Cross has since decided to use Primary Care Coalition's facility funds - resulting in unanticipated savings in our department. |          |         |
|                                  | With the facilities reduction (-\$351,950), HHS will have \$236,930 remaining in facility funds. The department projects to use the remaining funds on the following projects:  |          |         |
|                                  | Renovation of The People's Community Wellness Center in County Space on Briggs Chaney - approximately \$120,000<br>Request for Proposal for review of Montgomery Cares Management Structure - \$100,000 set aside   |          |         |
|                                  | The Primary Care Coalition also has \$853,937 in facility funds. Proposals are due in late October for use of these funds. There is \$500,000 set aside for the Farsi/Islamic Education Center, but we have not received information on how much they need for FY09, since this may cross fiscal years.   |          |         |
|                                  | The only impact of reducing these funds is if the program receives more requests than they have allocated.  |          |         |
|                                  | The other operating expense reductions have been reduced based on current spending patterns.  |          |         |
| S31                              | <b>REDUCE: PH - CARE FOR KIDS CONTRACT</b>  | -66,000  | 0       |
|                                  | The savings will be achieved by holding a contractual case manager position vacant. This reduction will result in fewer families being assisted and a delay in enrollment.  |          |         |
| S32                              | <b>DECREASE COST: BHCS- PSYCHIATRIC CONTRACT IN CHILD AND ADOLESCENT MENTAL HEALTH SERVICES AND SHIFT SERVICES TO COUNTY PSYCHIATRIST.</b>  | -90,640  | 0       |
|                                  | The savings will be achieved by discontinuing the FY09 psychiatric contract in Child and Adolescent Mental Health Services on Dec., 31, 2008 and shifting services to the current county psychiatrist. The current county psychiatrist will provide the psychiatric evaluation, assessment, medication therapy, individual and group therapy to children and adolescents and their families. There will be no service impact.                   |          |         |
| S33                              | <b>SHIFT: BHCS-PERSONNEL COSTS TO AVAILABLE ALCOHOL AND DRUG ABUSE ADMINISTRATION GRANT FUNDS</b>   | -27,950  | -1,400  |
|                                  | The savings will be achieved by using available ADAA grant funds to cover the personnel costs of a county funded program manager. This person has been covering the duties of the vacant ADAA grant funded supervisory therapist position for months. The program will be able to move the personnel costs from the general fund to the ADAA grant until the position is filled.  |          |         |
| S34                              | <b>DECREASE COST: BHCS-LAPSE FOR OUTPATIENT ADDICTIONS TREATMENT CONTRACTS</b>  | -22,470  | 0       |
|                                  | The savings will be achieved from contractual lapse due to a delay in starting the outpatient addictions treatment contracts. During FY09, the contracts shifted from a fixed price contract to an open solicitation, thereby creating a delay in the start of the contracts. There will be no service impact as a result of this reduction.  |          |         |
| S35                              | <b>SHIFT: BHCS-OPERATING EXPENDITURES FROM THE GENERAL FUND TO AVAILABLE ALCOHOL AND DRUG ABUSE ADMINISTRATION GRANT FUNDS</b>  | -18,020  | 0       |
|                                  | The savings will be achieved by shifting operating expenditures charged to the general fund into the ADAA grant. There will be no service impact because the grant savings are a result of the lapse dollars from the delay of the Spanish speaking psychiatric contract.   |          |         |
| S36                              | <b>DECREASE COST: BHCS - REDUCE LAB SERVICES</b>  | -6,000   | 0       |
|                                  | The savings will be achieved by reducing lab services. The State funds \$7,000 for lab services through the Community Mental Health Grant. The program is assuming that the remaining \$16,000 (\$9,000 from the County and \$7,000 from the State) will be sufficient to cover the current lab services. There will be no service impact if the level of requirements for lab service remains the same.  |          |         |
| S37                              | <b>DECREASE COST: BHCS - PHARMACY ASSISTANCE SERVICES</b>   | -40,000  | -12,800 |
|                                  | The savings will be achieved by reducing the Primary Care Coalition contract for Medbank for Pharmacy Assistance Services by \$40,000. The program only needs \$40,000 out of the \$80,000 budget in FY09. There will be no service impact.   |          |         |

| Ref No.                                 | Title   | \$               | Revenue        |
|---|---|------------------|----------------|
| <b>Health and Human Services</b>        |   |                  |                |
| S38                                     | <b>DECREASE COST: BHCS - AFFILIATED SANTE CONTRACT (EMERGENCY SERVICES)</b><br>The savings will be achieved by reducing \$5,000 of the \$15,000 emergency services budget with the Affiliated Sante Group (Mental Health Services-Mental Retardation/Developmental Disabilities). This is a joint effort between Aging and Disabilities Services and Mental Health. The need for contract services is unpredictable from year to year. Sometimes the budget is used to capacity, but other years there has been a surplus. There will be no service impact. | -5,000           | 0              |
| S39                                     | <b>REDUCE: BHCS- CONSUMER AFFAIRS FUND</b><br>The savings will be achieved by reducing the Consumer Affairs Fund from \$10,000 to \$2,000. The Consumer Affairs Fund provides consumers with emergency assistance to purchase necessary items. There will be no service impact.   | -8,000           | 0              |
| S40                                     | <b>DECREASE COST: BHCS-THE RESIDENTIAL MENTAL HEALTH FUND</b><br>The savings will be achieved by reducing unencumbered funding from the Residential Mental Health Fund due to historical underspending. The goal of the Residential Mental Health Fund is to provide a subsidy to the six non-profit agencies that operate mental health residential rehabilitation programs that will allow them to continue operation in Montgomery County. There will be no service impact.  | -35,000          | 0              |
| S41                                     | <b>DECREASE COST: BHCS- JOB ADVERTISING BUDGET</b><br>The savings will be achieved by eliminating the job advertising budget. There will be no service impact.  | -5,900           | 0              |
| S42                                     | <b>DECREASE COST: SNH-FUNDS FOR OPERATING EXPENSES AND TEMPORARY STAFF IN THE HANDICAPPED RENTAL ASSISTANCE PROGRAM</b><br>The savings will be achieved by eliminating the remaining funds available for operating expenses and temporary staff. The workload will be absorbed via the County Rental Assistance Program. There are no workyears budgeted for this program. The reduction does not impact funds available for benefits.  | -60,000          | 0              |
| S43                                     | <b>DECREASE COST: SNH-RENTAL ASSISTANCE PROGRAM EXPANSION FROM 150 HOUSEHOLDS PER MONTH TO 75 HOUSEHOLDS PER MONTH</b><br>The savings will be achieved by reducing an average of 75 Rental Assistance Program subsidies per month for the remainder of FY09. The reduction will be offset by the addition of 150 monthly RAP subsidies using Housing Initiative Fund funds for a net gain of 75.  | -250,000         | 0              |
| <b>Health and Human Services Total:</b> |   | <b>3,195,250</b> | <b>195,250</b> |

**Housing and Community Affairs**

|   |  |                |          |
|---|--|----------------|----------|
| S1  | <b>DECREASE COST: INCREASE LAPSE</b><br>The increase in Lapse is due to vacant code enforcement positions. Given the fact the workload is increasing due to increased cases and inspections and the available staff hours are decreased due to vacancies, the other variable in the equation (response time) has to increase. In some cases, this may impact customer satisfaction.  | -56,200        | 0        |
| S2  | <b>DECREASE COST: DELAY IN HIRING VACANT POSITIONS</b><br>The increase in additional Lapse will be due to the delay in hiring vacant code enforcement positions. Given the fact the workload is increasing due to increased cases and inspections and the available staff hours are decreased due to vacancies, the other variable in the equation (response time) has to increase. In some cases, this may impact customer satisfaction.                                  | -37,430        | 0        |
| S3  | <b>DECREASE COST: FILLING VACANT CODE ENFORCEMENT INSPECTORS AT A LOWER GRADE (PUBLIC ADMIN. INTERNS)</b><br>Hiring at the intern level may result in less experienced personnel which will require additional training and oversight by existing staff. The hired applicant may not be able to handle a large case load and close cases at the same rate as an experienced inspector which increases response time. In some cases, this may impact customer satisfaction. | -29,300        | 0        |
| S4  | <b>DECREASE COST: CHARGING EXISTING STAFF TO NEW HUD GRANT (FORECLOSURE ASSISTANCE)</b><br>A new HUD grant for foreclosure assistance is being awarded to the County and administered by the DHCA. Some additional staff time will be required which will be absorbed by existing staff which will result in shifting work priorities.   | -16,120        | 0        |
| <b>Housing and Community Affairs Total:</b> |  | <b>139,050</b> | <b>0</b> |

**Human Resources**

| Ref No.  | Title   | \$       | Revenue |
|--|---|----------|---------|
| <b>Human Resources</b>                                     |   |          |         |
| S1   | DECREASE COST: LAPSE, TURNOVER, AND POSITION FUNDING SHIFT SAVINGS<br>There is no service impact. Savings will be realized primarily by filling the positions of employees temporarily detailed to ERP with lower-paid replacements.  | -262,970 | 0       |
| Human Resources Total:                                     |   | -262,970 | 0       |
| <b>Human Rights</b>  |   |          |         |
| S1   | DECREASE COST: LAPSE- VACANT DIRECTOR (M1)<br>Director (M1) position for three months. Position was vacant from 07/01/08 through 09/22/08 (6 pay periods).<br><br>The Director position was filled as of September 22, 2008.<br><br>No impact to service (temporarily filled with an Acting Director).  | -33,350  | 0       |
| S2   | REDUCE: LAPSE - FORMER DIRECTOR OF COMPLIANCE (M3)<br>Former Director of Compliance (M3) retired as of July 1, 2008. The savings to date (last pay period Oct. 24th) is the lapse savings we are using. The position is currently vacant.<br><br>There is no impact to service. We have an Acting Compliance Director in place.   | -28,250  | 0       |
| Human Rights Total:  |   | -61,600  | 0       |
| <b>Inspector General</b>                                   |   |          |         |
| S1   | DECREASE COST: RESCIND CAPITAL OUTLAY PURCHASE<br>No impact on services or the performance of OIG mission.  | -4,000   | 0       |
| S2   | REDUCE: REDUCTION OF PERSONNEL COSTS OF VACANT POSITION<br>Reduction of personnel costs of vacant position  | -13,520  | 0       |
| Inspector General Total:                                   |   | -17,520  | 0       |
| <b>Intergovernmental Relations</b>                         |   |          |         |
| S1   | DECREASE COST: PROFESSIONAL SERVICES - HHS LEGISLATIVE ANALYST SERVICES<br>By decreasing Professional Services (\$22,070), it is hopeful that there will be no service impact of HHS Legislative Analyst services. IGR has \$60,000 in Professional Services budgeted for HHS Legislative Services, but HHS provided these services in FY08 as a chargeback to IGR for less than the budgeted amount. Because the employee and process for these chargeback HHS legislative analyst services were new in FY08, it is hopeful that HHS can provide these services for FY09 for less than the IGR budgeted amount for these services. | -22,070  | 0       |
| Intergovernmental Relations Total:                         |   | -22,070  | 0       |
| <b>Legislative Oversight</b>                               |   |          |         |
| S1   | REDUCE: REDUCE OPERATING EXPENSES.<br>In order to achieve the \$27,400 savings, OLO will reduce it's funding for Outside Professional Services by 91%.  | -27,400  | 0       |
| Legislative Oversight Total:                               |   | -27,400  | 0       |
| <b>Management and Budget</b>                               |   |          |         |
| S1   | DECREASE COST: LAPSE VACANT MANGEMENT AND BUDGET SPECIALIST POSITION<br>No significant service impact. Workload of vacant position will be distributed to other analysts to assure maintenance of customer service.   | -100,880 | 0       |
| Management and Budget Total:                               |   | -100,880 | 0       |
| <b>NDA - Compensation and Employee Benefits Adjustment</b> |   |          |         |



| Ref No.   | Title  | \$                | Revenue  |
|---|--|-------------------|----------|
| <b>NDA - Compensation and Employee Benefits Adjustment</b>        |  |                   |          |
| S1  | DECREASE COST: NON-REPRESENTED PAY-FOR-PERFORMANCE<br>As was done in FY08, Departments will be required to absorb non-represented pay-for-performance awards and manage compliance with their budgets and savings plan targets accordingly.  | -809,420          | 0        |
| <b>NDA - Compensation and Employee Benefits Adjustment Total:</b> |  | <b>-809,420</b>   | <b>0</b> |
| <b>NDA - Desktop Modernization</b>                                |  |                   |          |
| S1  | DECREASE COST: REDUCE DCM COMPUTER ACQUISITION & PERIPHERALS<br>By reducing the DCM Computer Acquisition & Peripherals budget, DTS / DCM will only be able to acquire 18 of the 136 laptops scheduled for replacement during FY09, a reduction of 118 laptops. Replacement of the 118 laptops will be delayed until at least FY10.   | -178,410          | 0        |
| <b>NDA - Desktop Modernization Total:</b>                         |  | <b>-178,410</b>   | <b>0</b> |
| <b>NDA - Housing Opportunities Commission</b>                     |  |                   |          |
| S1  | DECREASE COST: SALARY AND BENEFIT LAPSE<br>HOC is able to recognize a savings of \$60,520 in salary and benefits due to the delay in filling positions that have become vacant during FY'09.   | -60,520           | 0        |
| S2  | DECREASE COST: REDUCE MANAGEMENT FEE TO HOC<br>HOC will reduce the management fee charged to the County contract by \$60,000.  | -60,000           | 0        |
| S3  | DECREASE COST: DELAY HIRING OF FINANCIAL LITERACY COUNSELOR<br>This position is currently vacant, but a selection has been recommended. However, there will be a cumulative four-month gap in FY'09 before the position is filled. The \$20,000 represents salary and benefits for a grade 20 position for the four-month projected time frame the position was not filled.  | -20,000           | 0        |
| S4  | REDUCE: REDUCE FUNDING FOR PROGRAM ACTIVITIES<br>A total of \$10,000 will be taken from the program activity funds. This will significantly reduce the available funding for the summer camps program and will affect approximately 100 youth and reduce our commitment to the Montgomery County Recreation Department by one-third. (Current commitment is for \$30,000 to serve approximately 300 youth).  | -10,000           | 0        |
| S5  | REDUCE: REDUCE FUNDING FOR CLIENT TRAVEL<br>Resident Services currently budgets \$5,000 to assist clients without funds to travel to service providers, to travel to and from their homes, or to travel while engaged in apartment searches. Generally, those issued tokens for public transportation are disabled, homeless, or extremely low income persons. With the reduction of clients using the HOC headquarters for service, the budgeted amount can be reduced.                                       | -3,000            | 0        |
| <b>NDA - Housing Opportunities Commission Total:</b>              |  | <b>-153,520</b>   | <b>0</b> |
| <b>NDA - Leases</b>   |  |                   |          |
| S1  | DECREASE COST: REDUCE LEASES   | -461,380          | 0        |
| <b>NDA - Leases Total:</b>  |  | <b>-461,380</b>   | <b>0</b> |
| <b>NDA - Working Families Income Supplement</b>                   |  |                   |          |
| S1  | DECREASE COST: WFIS MATCHING PAYMENTS<br>The State implemented a new verification system which reduced the total number of eligible recipients resulting in lower than budgeted County matching payments.  | -3,832,300        | 0        |
| <b>NDA - Working Families Income Supplement Total:</b>            |  | <b>-3,832,300</b> | <b>0</b> |
| <b>Police</b>   |  |                   |          |
| S1  | REDUCE: LAPSE CIVILIAN POSITIONS<br>Lapsing civilian positions on a Department-wide basis will result in: 1) an increased work load for other staff because of a redistribution of duties and responsibilities, 2) a delay in performing work assignments, 3) an increased work load to third party contractors (security services), 4) a suspension of some work assignments, and 5) increased overtime for certain positions. Highest priority civilian jobs will be filled without lapsing these positions. | -1,873,260        | 0        |

| Ref No.                          | Title   | \$               | Revenue  |
|----------------------------------|---|------------------|----------|
| <b>Police</b>                    |   |                  |          |
| S2                               | <b>DECREASE COST: REDUCE THE JANUARY 2009 RECRUIT CLASS FROM 20 TO 15 POLICE OFFICER CANDIDATES (POCS)</b><br>The Recruit Class for January 2009 will be reduced from 20 to 15 police officer candidates (POCs) to reduce costs in FY09. The net result of this reduction will be that 5 fewer officers will graduate from the recruit class in July 2009, thereby increasing the number of vacant police officer positions. The higher number of vacancies will result in salary lapse in FY10, and also increase the possibility for the need of additional overtime. | -171,900         | 0        |
| S3                               | <b>REDUCE: REDUCE OPERATING EXPENSES</b><br>Travel to attend conferences has been frozen Department-wide. Purchase of uniforms and public safety supplies will be scaled back to stay within the allocated budget.  | -352,140         | 0        |
| <b>Police Total:</b>             |   | <b>2,397,300</b> | <b>0</b> |
| <b>Public Information</b>        |   |                  |          |
| S1                               | <b>DECREASE COST: OUTSIDE PROFESSIONAL WRITING SERVICES</b><br>The public information officers will have to write major speeches without outside help. This is often difficult, given the fast pace of the office and the lack of time for quiet reflection and writing. However, the work will get done.   | -3,290           | 0        |
| S2                               | <b>DECREASE COST: OUTSIDE PROFESSIONAL ARTWORK AND GRAPHIC DESIGN ASSISTANCE.</b><br>Very little impact, other than the office will have no backup support when extra graphic design help is needed. In addition, when unique artwork for a publication or web page would result in a more effective product, the office will have to use a more generic alternative.   | -4,000           | 0        |
| S3                               | <b>DECREASE COST: POSTAGE EXPENSES BY DECREASING THE NUMBER OF MATERIALS MAILED.</b><br>Printed materials about the County will have to be picked up and postage will be reserved for residents who are unable to come to the office.   | -2,000           | 0        |
| S4                               | <b>DECREASE COST: COPIES MADE TO SIGNIFICANTLY SAVE PAPER COSTS.</b><br>Severely limit photocopying and maintain and work with information electronically as much as possible. The impact will be minimal, unless there is an emergency and we have to produce flyers and other handouts for distribution in hard copy format.  | -5,000           | 0        |
| S5                               | <b>DECREASE COST: SUBSCRIPTIONS AND NEWSPAPER PURCHASES.</b><br>Minimal impact, since most news organizations have websites and information can be viewed electronically.   | -1,030           | 0        |
| S6                               | <b>DECREASE COST: VIDEOTAPE AND CD PURCHASES.</b><br>Minimal impact, since videotapes are used less frequently now that television programs are produced digitally and information is available for review electronically on web sites, including YouTube.  | -3,570           | 0        |
| S7                               | <b>DECREASE COST: OUTSIDE PHOTOGRAPHY EXPENSES.</b><br>Office staff will take over photography for more events, which will impact their workload. The quality of the photos may be reduced, since none of the office's staff are professionally trained photographers. However, the office is seeking arrangements with local photographers who are willing to cover critical County events at significantly reduced costs.   | -2,360           | 0        |
| S8                               | <b>DECREASE COST: TRAINING BOOKS AND PROFESSIONAL SUBSCRIPTIONS.</b><br>Staff working with new and rapidly changing technology in web development and digital television will have access to fewer reference books and professional subscriptions. There is likely to be a bigger learning curve, but the ultimate impact will be minimal.  | -3,050           | 0        |
| S9                               | <b>DECREASE COST: GRAPHICS MATERIALS FOR PRESENTATIONS AND BACKDROP PURCHASES</b><br>There will be fewer visuals and limited visual communications at press and public events. Electronic press coverage may suffer because events will be less visual and interesting.   | -8,420           | 0        |
| <b>Public Information Total:</b> |   | <b>32,720</b>    | <b>0</b> |

**Public Libraries**

| Ref No.                          | Title   | \$              | Revenue  |
|----------------------------------|---|-----------------|----------|
| <b>Public Libraries</b>          |   |                 |          |
| S1                               | <b>REDUCE: LIBRARY MATERIALS BUDGET - I</b>   | -570,000        | 0        |
|                                  | Reduce the number of adult and juvenile print titles purchased by about 6%, reduce number of copies purchased where applicable; substantial reduction to print reference sources (electronic resources providing about 80% of the same information). Further reduce electronic databases by 1 - 2 sources; reduce magazine subscriptions. Overall ~9% reduction to FY09 Materials budget. |                 |          |
| S2                               | <b>REDUCE: LIBRARY MATERIALS BUDGET - II</b>  | -217,420        | 0        |
|                                  | Further reductions in some of the areas identified in S1; especially deeper reduction in general circulation magazine subscriptions, and music on CD titles. Total materials budget is \$6.125 million, so cumulative overall reduction to library materials budget would be approximately 12%.   |                 |          |
| S3                               | <b>DECREASE COST: NON MATERIALS OPERATING EXPENSES REDUCTIONS &amp; EFFICIENCIES</b>  | -142,400        | 0        |
|                                  | Eliminate library card/shopping bag budget. (-5,000)  |                 |          |
|                                  | Reduce telecommunications expenses. (-10,000)   |                 |          |
|                                  | Reduce training budget. (-15,000)   |                 |          |
|                                  | Eliminate out-of-town travel; some travel will occur under a Friends of the Library Grant for Learning. (-5,000)  |                 |          |
|                                  | Eliminate Urban Libraries Council membership; retain other vital memberships (e.g., American Library Association (ALA), Maryland Library Association (MLA)). (-5,000)   |                 |          |
|                                  | Reduce supply spending; Library Administration will cut 15% (\$1,200), Branches and Collection Management will reduce their allotments by 10%. Library operations for the public depend upon office supplies (esp. toner, rubber bands, pens/pencils, paper, and labels). (-10,400)   |                 |          |
|                                  | Reduce charges from the Division of Facilities and Services: Retaining \$10k for facilities problems (lock changes, safe issues, emergency repairs, address critical problems, etc.). (-20,000)   |                 |          |
|                                  | Reduce printing of certain brochures and reduce quantity of others. Rely more on documents being posted on-line. (-20,000)  |                 |          |
|                                  | Less advertising due to hiring freeze. (-1,000)   |                 |          |
|                                  | Reduce travel for training; Reduce ALA/MLA/PLA attendance to essential functions (e.g., committee work, officers). Aside from information gathering, this is a networking and development opportunity, and is formally recognized as one of several training opportunities towards maintaining librarian certification with the State. (-15,000)  |                 |          |
|                                  | Reduce Public Services General Equipment fund which addresses system wide equipment issues, like CD/DVD security cases. (-6,000)  |                 |          |
|                                  | Reduce funds related to software maintenance; remaining funds need to be available for software maintenance for critical programs. (-10,000)  |                 |          |
|                                  | Reduce Library Cards/3-part mailers; Savings for FY09 due to State-provided library cards; in FY10 probably a need. Remaining funds for holds notification paper and shopping bags for customers. (-5,000)  |                 |          |
|                                  | Reduce IT equipment replacement/acquisition used to replace aged peripherals and acquire new ones (e.g., more bar code scanners, printers, etc.). This is also where Wi-Fi and network equipment issues, like additional hubs/switches are addressed. (-15,000)   |                 |          |
| S5                               | <b>REDUCE: VACANCY MANAGEMENT PLAN</b>  | -50,000         | 0        |
|                                  | This reduction involves either elimination of a position and a transfer, or deferral of one to three recruitments.  |                 |          |
| <b>Public Libraries Total:</b>   |   | <b>-979,820</b> | <b>0</b> |
| <b>Regional Services Centers</b> |   |                 |          |
| S1                               | <b>DECREASE COST: SSRSC - LAPSE FROM ASSISTANT DIRECTOR POSITION</b>  | -9,690          | 0        |
|                                  | Lapse from Silver Spring Assistant Director position which was vacant and is now filled. There is no current impact.  |                 |          |

| Ref No.                          | Title  | \$      | Revenue |
|----------------------------------|--|---------|---------|
| <b>Regional Services Centers</b> |  |         |         |
| S2                               | <b>DECREASE COST: MCRSC - LAPSE FOR THE WHEATON REDEVELOPMENT PRINCIPAL ADMINISTRATIVE AIDE</b>  | -9,280  | 0       |
|                                  | Lapse from Principal Administrative Aide position. The workload of this position was split up and given to the Mid-County Administrative Office PAA and Sr EAA. An exemption was recently granted to fill this position - recruiting efforts are underway.   |         |         |
| S3                               | <b>REDUCE: UCRSC - LAPSE PROGRAM SPECIALIST AND PRINCIPAL ADMINISTRATIVE AIDE POSITIONS, FROM 7/1/08 TO 11/1/08.</b>   | -37,440 | 0       |
|                                  | Upcounty Regional Center has lapse from the Program Specialist and Principal Administrative Aide positions, both of which have been vacant since July 1, 2008. Impacts of the position vacancies have resulted in reduced services to the community. The PAA position will be filled via a transfer in early November. Recruitment for the Program Specialist position is underway.  |         |         |
| S4                               | <b>REDUCE: BCRSC - FUNDING FOR EMERGING COMMUNITIES PROGRAM</b>  | -10,560 | 0       |
|                                  | Decrease cost of funding appropriated for Emerging Communities. The impact of reducing the emerging communities funding will preclude the Regional Centers from offering one time grants for such things as signage, banners, landscaping, neighborhood events, etc. Because emerging community funds are not part of an ongoing program, the communities do not count on this as a funding stream. Therefore, we believe this reduction will have a low impact. |         |         |
| S5                               | <b>REDUCE: ECRSC - FUNDING FOR EMERGING COMMUNITIES PROGRAM</b>  | -10,230 | 0       |
|                                  | Decrease cost of funding appropriated for Emerging Communities. The impact of reducing the emerging communities funding will preclude the Regional Centers from offering one time grants for such things as signage, banners, landscaping, neighborhood events, etc. Because emerging community funds are not part of an ongoing program, the communities do not count on this as a funding stream. Therefore, we believe this reduction will have a low impact. |         |         |
| S6                               | <b>REDUCE: MCRSC - FUNDING FOR EMERGING COMMUNITIES PROGRAM</b>  | -5,000  | 0       |
|                                  | Decrease cost of funding appropriated for Emerging Communities. The impact of reducing the emerging communities funding will preclude the Regional Centers from offering one time grants for such things as signage, banners, landscaping, neighborhood events, etc. Because emerging community funds are not part of an ongoing program, the communities do not count on this as a funding stream. Therefore, we believe this reduction will have a low impact. |         |         |
| S7                               | <b>REDUCE: SSRSC - FUNDING FOR EMERGING COMMUNITIES PROGRAM</b>  | -8,930  | 0       |
|                                  | Decrease cost of funding appropriated for Emerging Communities. The impact of reducing the emerging communities funding will preclude the Regional Centers from offering one time grants for such things as signage, banners, landscaping, neighborhood events, etc. Because emerging community funds are not part of an ongoing program, the communities do not count on this as a funding stream. Therefore, we believe this reduction will have a low impact. |         |         |
| S8                               | <b>REDUCE: UCRSC - FUNDING FOR EMERGING COMMUNITIES PROGRAM</b>  | -8,140  | 0       |
|                                  | Decrease cost of funding appropriated for Emerging Communities. The impact of reducing the emerging communities funding will preclude the Regional Centers from offering one time grants for such things as signage, banners, landscaping, neighborhood events, etc. Because emerging community funds are not part of an ongoing program, the communities do not count on this as a funding stream. Therefore, we believe this reduction will have a low impact. |         |         |
| S9                               | <b>DECREASE COST: SSRSC - MARKETING FUNDS FOR PRINTING OF SILVER SPRING DINING GUIDE AND ARTS &amp; ENTERTAINMENT GUIDE</b>  | -4,310  | 0       |
|                                  | The Silver Spring Regional Center prints and distributes the "Silver Spring Dining Guide" and "Arts and Entertainment Guide" to local businesses, residents and people visiting the Downtown Silver Spring area. These guides have assisted visitors in locating places to dine, shop, and enjoy local entertainment. This decrease will reduce the number of guides to be printed and distributed to businesses.  |         |         |
| S10                              | <b>DECREASE COST: MCRSC - LAPSE FROM ADMINISTRATIVE SPECIALIST III</b>   | -2,650  | 0       |
|                                  | Will result in an increased workload for Assistant Director of the Regional Center who is currently over capacity. These additional duties will result in productivity decreases and may cause some deadlines to be extended or missed.  |         |         |
| S11                              | <b>DECREASE COST: UCRSC - LAPSE FROM PRINCIPAL ADMIN AIDE POSITION</b>   | -2,410  | 0       |
|                                  | Lapse from Upcounty Regional Center Program Specialist II and PAA positions which have been vacant since July 1, 2008.   |         |         |
| S12                              | <b>DECREASE COST: ECRSC - LANGUAGE LINE CHARGES</b>  | -220    | 0       |
|                                  | East County Regional Center will attempt to use the Volunteer Center Language Bank Services in order to reduce expenditures for Language Line charges.   |         |         |

| Ref No.                                 | Title   | \$             | Revenue  |
|---|---|----------------|----------|
| <b>Regional Services Centers</b>        |   |                |          |
| S13                                     | <b>DECREASE COST: ECRSC - CHARGES TO DFS (FACILITIES MAINTENANCE SERVICES)</b><br>East County Regional Center will prioritize requests for maintenance services to ensure only critical repairs or maintenance are completed.   | -1,000         | 0        |
| S14                                     | <b>DECREASE COST: BCCRSC - TEMPORARY OFFICE CLERICAL</b><br>The Bethesda-Chevy Chase Regional Center will decrease the hours for temporary office clerical hired during high workload periods. Impact will be to shift more clerical duties onto the Senior Executive Administrative Aide and Public Administration Intern. | -550           | 0        |
| S15                                     | <b>DECREASE COST: BCCRSC - NON-METRO TRAVEL EXPENSES</b><br>Bethesda-Chevy Chase Regional Center's Non-Metro Travel will decrease travel costs for Director to attend out-of-state professional seminars.   | -500           | 0        |
| <b>Regional Services Centers Total:</b> |   | <b>110,910</b> | <b>0</b> |

**Sheriff**

|    |   |          |   |
|----|---|----------|---|
| S1 | <b>DECREASE COST: ELIMINATE JANUARY 2009 DEPUTY SHERIFF RECRUITMENT CLASS</b><br>Sheriff's Office receives an overage of 3 candidates in the Police Rookie Class in addition to the vacancies. Currently there are 5 vacancies in the Sheriff's Office. There are 4 rookies in the current training academy which would fill 4 of the 5 vacancies once they graduate, leaving one vacant position. In January, 2009 the Academy class would have been: one position for the current vacancy and three additional positions that would become vacant within the next 6 months as an overage (like the Police except their number was 25). Several years ago, the Sheriff had a 3 person overage in each of the academy but had to eliminate that in a previous budget savings plan. Currently, Sheriff only has the authority for filling 3 overage positions one class a year.<br><br>Unfortunately, by not filling vacancies, the county and the Sheriff will use more overtime if positions remained unfilled. In the past 20 years, the Sheriff's Office will have 6 vacancies a year. Potentially by June 2009, the Sheriff's Office would have 4 vacancies if there was no academy class in the second half of 2009.<br><br>Under this reduction proposal, if the rookie class takes place in January we would hire one candidate which is equal to our vacancy number. If, however, the Training Academy class is cancelled or delayed, this position would not be hired until the class started and we would relook at restoring other positions lapsed as part of the savings plan earlier than indicated within this savings plan. | -109,080 | 0 |
| S2 | <b>DECREASE COST: DELAY PROCUREMENT OF LEASE/PURCHASE X-RAY MACHINES</b><br>The procurement will be delayed until the end of FY09 in an effort to meet the savings plan. Replacement machines need to be procured due to the fact they are over 10 years old and the main replacement parts of these units are no longer manufactured. Sheriff has one portable model which has been used when stationary units are in need of minor repairs.   | -26,000  | 0 |
| S3 | <b>DECREASE COST: LAPSE SR. SUPPLY TECHNICIAN</b><br>The Sr. Supply Technician was held vacant in the prior budget as part of the savings plan. The Sheriff's Office is in need of staff with contract knowledge and experience to manage Sheriff's contracts and procurements. Since this position was vacant, we had hoped to upgrade this position in FY09 to cover more of the contracting and ordering duties that are now required by this position. This position should be responsible for RFP and IFB preparation. Currently to cover the duties of this position, other staff had had to assist in addition to their primary duties. Currently a Sgt has been reassigned to cover the seized property inventory and uniform control functions. The Administrative Services Coordinator and the Sr. Executive Administrative Aide are working to cover the administrative contract and ordering duties that were performed by this position.<br><br>By keeping the position vacant again this year, delays in contract related procurements will occur due to limited resources to perform these functions.  | -49,770  | 0 |
| S4 | <b>DECREASE COST: OPERATING EXPENSES</b><br>Purchase of uniforms or equipment may be delayed.   | -11,730  | 0 |
| S5 | <b>DECREASE COST: LAPSE P/T PAA IN WARRANTS SECTION</b><br>Delay hiring of position that was lapsed in FY08. This position will be critical when E*Justice goes live after January 1, 2009.   | -8,600   | 0 |

| Ref No.                    | Title   | \$       | Revenue |
|----------------------------|---|----------|---------|
| Sheriff Total:             |   | 205,180  | 0       |
| <b>State's Attorney</b>    |   |          |         |
| S1                         | <b>DECREASE COST: SALARY DIFFERENTIAL ON EMPLOYEES TERMINATING EMPLOYMENT</b><br>No service impact. Two senior attorneys left the office and were replaced with entry level attorneys.  | -96,040  | 0       |
| S2                         | <b>DECREASE COST: EMPLOYEE LEAVE WITHOUT PAY</b><br>No service impact. One legal assistant will be out for three months on family leave. She is taking two months without pay.  | -9,600   | 0       |
| S3                         | <b>DECREASE COST: FULL TIME ATTORNEY WORKING 30 HOURS PER WEEK</b><br>No service impact. For personal reasons, an attorney started working 30 hours per week in May 2008. She will be on this schedule for the remaining fiscal year.   | -20,320  | 0       |
| State's Attorney Total:    |   | -125,960 | 0       |
| <b>Technology Services</b> |   |          |         |
| S1                         | <b>DECREASE COST: DELAY HIRING</b><br>Delay hiring of 5 vacant positions to a projected hire date of 7/1/09. The Department will manage the workload to be distributed among existing staff. Some current assignments may be delayed or suspended.  | -269,750 | 0       |
| S2                         | <b>DECREASE COST: DISCONTINUE RICOH COPIERS ANNUAL MAINTENANCE FOR 5 LOCATIONS FOR 7 MONTHS</b><br>As a result of re-evaluation of departmental copying/printing needs, DTS uses Multiple Functional Printer (MFP) to service the business needs. Beginning November 1, 2008, DTS discontinued services of 5 Ricoh copiers through Procurement Office, which results in savings of 9-month maintenance costs, or \$7,100 in FY09.   | -7,100   | 0       |
| S3                         | <b>DECREASE COST: TERMINATION OF IJIS OFFICE LEASE</b><br>The lease of IJIS Office, located at 51 Monroe Street, was terminated on August 31, 2008. Elimination of funds will not cause service impact.   | -72,600  | 0       |
| S4                         | <b>DECREASE COST: SHIFT SOFTWARE MAINTENANCE COST TO MUNICIPALITIES</b><br>Software maintenance costs for licenses of public safety mobile software installed in Municipal vehicles shifted to Municipalities (Rockville, Gaithersburg, Takoma Park).   | -22,000  | 0       |
| S5                         | <b>DECREASE COST: REDUCE INTRUSION DETECTION SYSTEM (IDS) SOFTWARE MAINTENANCE</b><br><br>By moving from a COTS product to a free open source software solution, the Security Team can eliminate yearly software maintenance and support costs. The open source software has similar functionality to the COTS product and can be installed using existing staff resources.   | -22,000  | 0       |
| S6                         | <b>DECREASE COST: ENHANCED SERVICE LEVEL AGREEMENT - FY09 NON-PAYMENT SAVINGS</b><br>Software vendor Bio-Key did not meet contractual service levels for enhanced level payment for the contract year ending during FY09. Therefore, the enhanced level payment is not due. However, funds will be needed to make the enhanced level payment in FY10.   | -70,000  | 0       |
| S7                         | <b>DECREASE COST: DELAY WEBSense SERVER HARDWARE UPGRADE</b><br>The enterprise Websense servers, which are responsible for filtering unwanted Internet web site access and reporting on employee usage, are currently running at capacity. Additionally, these servers are older than the industry-standard retirement date of 4 years.<br><br>This lapse will delay planned upgrade of these servers until the beginning of FY10. Existing FY10 funding for hardware replacement will instead be used. | -8,000   | 0       |
| S8                         | <b>DECREASE COST: REDUCE HRMS / INTEGRAL SOFTWARE MAINTENANCE</b><br>By reducing the annual HRMS / Integral Software Maintenance budget, DTS will not be able to utilize the Contractor's professional consulting services practice to provide specialized technical training and project assistance to further develop DTS's expertise with the software package.  | -17,000  | 0       |

| Ref No.                           | Title   | \$              | Revenue  |
|-----------------------------------|---|-----------------|----------|
| <b>Technology Services</b>        |   |                 |          |
| S9                                | <b>SHIFT: TRANSFER CIO'S PERSONNEL COSTS BY 1/4 WORK YEAR TO CABLE FUND</b>   | -56,470         | 0        |
|                                   | The Cable Administrator's position (M2) was vacant since November 2007. DTS conducted recruitment search for this high-level position and is now close to final selection of a successful candidate. In FY09, the Chief Information Officer (CIO) provides guidance and supervision to two acting Cable supervisors. Cable Fund has sufficient projected fund balance to absorb the costs. Therefore, shift of cost will not create negative fiscal impact to Cable Fund. |                 |          |
| S10                               | <b>DECREASE COST: REDUCE LEVEL OF CONTRACTUAL SUPPORT</b>   | -293,000        | 0        |
|                                   | Reduction in contractor staffing increases risk of critical business systems failures or extended outages due to staff resource constraints delaying or preventing required system monitoring and maintenance. It also increases risk of project delays due to staff resource constraints which must be focused on system operations and issue responses. DTS will continue to apply best practices to system operations and believes it can manage the increased risk.   |                 |          |
| <b>Technology Services Total:</b> |   | <b>-837,920</b> | <b>0</b> |

**Transportation**

|                              |   |                   |          |
|------------------------------|---|-------------------|----------|
| S1                           | <b>DECREASE COST: FREEZE HIRING OF VARIOUS POSITIONS UNTIL 1/1/09</b>   | -392,990          | 0        |
|                              | Minor or none. Hiring of various positions will be delayed as necessary until these savings (above budgeted lapse) are assured.   |                   |          |
| S2                           | <b>DECREASE COST: CORRECT POSITION FUNDING</b>  | -49,300           | 0        |
|                              | None. In finalizing the FY09 Original Budget, the Budget Specialist position in the Division of Parking Management was incorrectly assigned 50% to the General Fund and 50% to the PLDs. The correct funding, given the workload of the position, is 10% GF, 90% PLDs.                  |                   |          |
| S3                           | <b>DECREASE COST: DELAY IN IMPLEMENTING THE BASIC ORDERING AGREEMENT (FACILITY PLANNING - CIP CR)</b>   | -23,920           | 0        |
|                              | None. Facility Planning Project # 509337 is partially funded by current revenues in the amount of \$1,905,000 in FY09. The Basic Ordering Agreement was delayed for two months and \$23,920 can be applied to FY09 Savings.   |                   |          |
| S4                           | <b>ELIMINATE: UNIQUE CROSSWALK TREATMENTS</b>   | -60,000           | 0        |
|                              | No aesthetic crosswalk treatments will be installed in FY09. These are aesthetic enhancements, there will be no impact on safety.   |                   |          |
| S5                           | <b>REDUCE: TRAIL MAINTENANCE</b>  | -183,700          | 0        |
|                              | Most trail maintenance will be deferred until FY10. DOT will address emergencies only with the \$50,000 left in the program.  |                   |          |
| S6                           | <b>REDUCE: MOWING</b>   | -25,000           | 0        |
|                              | Spring mowing will be kept to a minimum to absorb this reduction. Mowing will be economized and will utilize as many in-house personnel as possible, reducing our reliance on contract support.   |                   |          |
| S7                           | <b>REDUCE: CURB AND GUTTER MAINTENANCE</b>  | -250,000          | 0        |
|                              | This represents approximately 60% of the entire program. If necessary, some curb and sidewalk maintenance will be deferred until FY10. However, with the remaining balance in the budget DOT will sufficiently address emergencies and non-routine requests.                            |                   |          |
| S8                           | <b>REDUCE: ROADSIDE MAINTENANCE</b>   | -100,000          | 0        |
|                              | The Department is making every effort to streamline its operations, capitalizing any available efficiency wherever possible. Crew composition and resource deployment are among items being streamlined. Any reduction to roadside maintenance will ultimately reduce service delivery. |                   |          |
| S9                           | <b>REDUCE: RAISED PAVEMENT MARKERS</b>  | -50,000           | 0        |
|                              | This is a fifty percent reduction to the program that provides the raised, reflective markers on the centerline and sides of roadways. These markers provide significant increased safety at night and during poor weather.   |                   |          |
| S10                          | <b>REDUCE: DELAY LOOP DETECTOR REPLACEMENT</b>  | -60,240           | 0        |
|                              | Repair of malfunctioning sensors at traffic signals will be deferred until funds are available, reducing efficiency of traffic flow at intersections and along major corridors.   |                   |          |
| <b>Transportation Total:</b> |   | <b>-1,195,150</b> | <b>0</b> |

**Zoning & Administrative Hearings**

| Ref No.  | Title  | \$                | Revenue        |
|--|--|-------------------|----------------|
| <b>Zoning &amp; Administrative Hearings</b>        |  |                   |                |
| S1   | DECREASE COST: REMOVE BLUE CROSS CODE 1633                   | -7,580            | 0              |
| S2   | DECREASE COST: REDUCE NON-METRO TRAVEL CODE 3401             | -4,000            | 0              |
| S3   | DECREASE COST: REDUCE BOOKS, VIDEOS & SUBSCRIPTIONS CODE 460 | -800              | 0              |
| S4   | DECREASE COST: DECREASE LOCAL CONFERENCE RELATED CODE 3500   | -800              | 0              |
| S5   | DECREASE COST: REDUCE OTHER SUPPLIES & EQUIPMENT CODE 3849   | -620              | 0              |
| <b>Zoning &amp; Administrative Hearings Total:</b> |  | <b>-13,800</b>    | <b>0</b>       |
| <b>General Fund Total:</b>                         |  | <b>18,039,350</b> | <b>195,250</b> |

Fire**Fire and Rescue Service**

|    |   |          |   |
|----|---|----------|---|
| S1 | REDUCE: AMBULANCE 717 FROM 24 HOURS TO 10 HOURS A DAY FOR 5 DAYS A WEEK.<br>Reduce shift personnel assigned to Fire Station 717 that normally would staff Ambulance 717. This reduction would likely, depending on volunteer stand-by/staffing availability, increase EMS response times and transport in Laytonsville.<br><br>AFFECTED STATION: FS 717<br>REGION: Laytonsville | -217,500 | 0 |
| S2 | REDUCE: AMBULANCE 709 FROM 24 HOURS TO 10 HOURS A DAY FOR 5 DAYS A WEEK.<br>This removes 24 hr/7 day a week staffing and replaces with 10 hr/5 days a week.<br><br>AFFECTED STATION: FS 709<br>REGION: Hyattstown   | -217,500 | 0 |
| S3 | REDUCE: AMBULANCE 711 FROM 24 HOURS TO 10 HOURS A DAY FOR 5 DAYS A WEEK.<br>This removes 24 hr/7 day a week staffing and replaces with 10 hr/5 days a week.<br><br>AFFECTED STATION: FS 711<br>REGION: Glen Echo  | -217,500 | 0 |
| S4 | ELIMINATE: AMBULANCE 719 FLEX UNIT (OVERTIME)<br>Remove the Silver Spring EMS Flex unit from service. This will save overtime expenses. This reduction would likely, depending on volunteer stand-by and/or staffing availability, increase EMS response times and transport in Silver Spring.<br><br>AFFECTED STATION: FS 719<br>REGION: Silver Spring                         | -87,000  | 0 |



| Ref No.   | Title  | \$                | Revenue  |
|---|--|-------------------|----------|
| <b>Fire and Rescue Service</b>  |  |                   |          |
| S5  | <b>ELIMINATE: 3 LOCAL FIRE AND RESCUE DEPARTMENT (LFRD) ADMINISTRATIVE PERSONNEL</b><br>Eighteen of the nineteen Local Fire and Rescue Departments (LFRDs) have administrative personnel assigned to them and their salaries are paid with County tax funds. Three of the LFRDs have two support personnel. This reduction will decrease the three LFRDs (Rockville, Kensington and Gaithersburg) to one person and will provide a uniformed level of support across all the LFRDs. This will result in the removal of three Office Service Coordinators.  | -117,563          | 0        |
| AFFECTED REGIONS AND STATIONS: Rockville (703, 723, 731, & 733), Kensington (705, 718, 721, & 725), and Gaithersburg (8 & 28) |  |                   |          |
| S6  | <b>REDUCE: RECRUIT CLASS 34 MOVE FROM MARCH 16 TO JUNE 22 (SALARIES)</b><br>This moves Recruit Class 34 from a start date of March 16 to June 22nd.  | -750,000          | 0        |
| AFFECTED REGIONS AND STATIONS: Not directed at a particular region or station; can affect many regions and stations           |  |                   |          |
| S7  | <b>REDUCE: RESCUE SQUAD 729 BY 2 PERSONNEL AND MOVE 1 PERSON TO TOWER 729.</b><br>Remove shift staffing to de-staff Rescue Station 729 and increase the staffing on Tower 729 by one. Career staffing would be removed from the rescue squad assigned to Germantown Fire Station 729. One of the personnel will be added to Rescue Truck 729 for a total of four per shift. This reduction would likely, depending on volunteer stand-by and staffing availability, increase the time it will take to assemble a full complement of apparatus to arrive on the scene of serious collisions and building fires. | -300,000          | 0        |
| AFFECTED STATION: FS 729<br>REGION: Germantown  |  |                   |          |
| S8  | <b>REDUCE: FIRE AND EXPLOSIVE INVESTIGATIONS (OVERTIME)</b><br>This will reduce overtime in the section by having personnel placed on standby instead of overtime. Personnel will be available on an on-call basis for large incidents.  | -2,307            | 0        |
| AFFECTED REGION and STATIONS: Will affect stations County-wide  |  |                   |          |
| <b>Fire Total:</b>  |  | <b>-1,909,370</b> | <b>0</b> |

Mass Transit**DOT-Transit Services**

|    |   |         |   |
|----|---|---------|---|
| S1 | <b>REDUCE: REDUCE PRINTING COSTS BY ELIMINATING PAPER TRANSFERS</b><br>As part of the Washington region's plan for seamless transit fares, the Washington Metropolitan Transit Authority (WMATA) is planning to eliminate paper transfers, effective January 4, 2009. WMATA is eliminating the paper transfer for several reasons including fraud associated with this fare media. WMATA and the regional transit partners also want to encourage riders to use SmarTrip, the electronic fare collection system, which will continue to provide free transfers between buses. Ride On agrees with WMATA's desire to eliminate the paper transfer effective January 4, 2009. Ride On has already printed paper transfers through the end of February but will save budgeted funds by not printing them for the remainder of the fiscal year. | -25,000 | 0 |
| S2 | <b>DECREASE COST: REDUCE CHARGES FROM PARKING - MID-PIKE PLAZA PARK &amp; RIDE</b><br>Maintenance costs for the Mid-Pike Plaza Park & Ride lot are expected to be less than budgeted due to the significant reduction in the number of spaces because of construction of the Montrose Road interchange.   | -40,000 | 0 |
| S3 | <b>ELIMINATE: ELIMINATE NORTH BETHESDA TRANSPORTATION MANAGEMENT DISTRICT AUDIT</b><br>The FY 09 budget has funds for an audit of the North Bethesda TMD. This audit will not be performed in FY 09.  | -12,000 | 0 |

| Ref No.                     | Title   | \$       | Revenue |
|-----------------------------|---|----------|---------|
| <b>DOT-Transit Services</b> |   |          |         |
| S4                          | <b>ELIMINATE: ELIMINATE CONSULTANT CONTRACT FROM CUSTOMER AND OPERATIONS SUPPORT</b><br>We have a small amount of budgeted funds for consultant contracts as needed. In the past we have used these funds for such things as optimizing bus parking at a Ride On depot. These funds have not been used in the current year and are not expected to be needed for the remainder of the year.   | -10,000  | 0       |
| S5                          | <b>REDUCE: REDUCE USE OF TEMPORARY AGENCIES</b><br>The Division uses temporary assistance in various programs, primarily to temporarily fill vacancies until filled. To save money the division will not use temporaries unless absolutely necessary.   | -25,000  | 0       |
| S6                          | <b>DECREASE COST: REDUCE BUDGET FOR AUTOMATED VEHICLE LOCATION/COMPUTER AID DISPATCH CONTRACTUAL SUPPORT</b><br>The Central Dispatch Unit currently has funds budgeted to provide support, as needed, for their Automated Vehicle Location (AVL)/ Computer Aid Dispatch (CAD) system. With the new system being installed this year it is believed that only a portion of the \$80,000 budgeted will be needed in FY 09.  | -50,000  | 0       |
| S7                          | <b>REDUCE: FREEZE SEVERAL RIDE ON VACANCIES</b><br>There are currently 4 important positions that have been vacant in Ride On since July 1. The 4 positions include two Transit Services Supervisor positions at the Gaithersburg and Silver Spring depots, and a Compliance Manager and Safety & Training Manager in our Safety & Training unit. These positions will be filled (it is anticipated that these positions will be filled from within Ride On) but the vacancies that will be created as a result of these promotions will remain vacant for the remainder of the fiscal year.  | -280,000 | 0       |
| S8                          | <b>REDUCE: REDUCE MARKETING ACTIVITIES.</b><br>Marketing and customer information activities are budgeted in Customer & Operations Support and Commuter Services. These funds allow for the marketing of Ride On and transit in general as well as provide customer information for our Ride On passengers.<br>This will reduce the marketing effort while continuing full support of providing information to our customers. At a time where transit use is at an all-time high, but gas prices are falling, the customer information aspect is critical to help keep those who have started using transit. The reduction in marketing funds will likely have an impact in our ability to attract those potential new riders.  | -70,000  | 0       |
| S9                          | <b>REDUCE: REDUCE OVERTIME</b><br>This will reduce overtime in the division except for Bus Operators providing direct bus service and emergencies. This reduction will result in reduced staffing during certain times with slower response time to such things as passenger complaint investigations.  | -158,000 | 0       |
| S10                         | <b>REDUCE: FREEZE VACANT IT POSITIONS</b><br>The Division currently has two vacant IT positions. These positions will not be filled in the current fiscal year. These positions would provide support for some of our most important programs such as the new Ride On scheduling software and the bus stop database. Without the positions the scheduling software, which is being installed this fiscal year, may be delayed as limited support will be available. Other programs may be delayed as issues arise.  | -120,000 | 0       |
| S11                         | <b>REDUCE: REDUCTION IN BUS STOP AMENITIES</b><br>Funds are budgeted to provide new benches, trash cans, etc. at bus stops. In addition these funds are used to replace damage as well. This reduction will mean only damaged benches and trash cans will be replaced. No new amenities will be added to bus stops during the fiscal year.  | -100,000 | 0       |
| S12                         | <b>DECREASE COST: REDUCE FARE SHARE</b><br>Under Federal law, employers are able to offer employees up to \$115 per month in transit benefits as an incentive to use transit and reduce congestion, improve air quality and lower dependence on foreign oil. Transit benefits programs have been shown in national research studies to have a significant influence on commuting mode choices by employees.<br>Commuter Services persuades employers to start providing transit incentives to their employees by offering to partner with them through the County's Fare Share/Super Fare Share programs. These funds are used as seed money incentives to obtain employer interest and participation in providing these benefits. Experience has shown that after eligibility under these programs ends, most employers continue offering these benefits on their own. Thus while the County's participation is time-limited, the program influences mode choice over the long term.<br>The FY 09 budget includes \$319,850 in the Fare Share program. This reduction of \$190,000 will leave \$129,850 in the program, which, based on prior year expenditures, is sufficient to adequately fund the current participants in the program (FY 08 expenditures were \$26k and FY 07 were \$91k) and allow for some growth. Additional employers may have to be placed on a waiting list if funds are not available. | -190,000 | 0       |

| Ref No. | Title | \$ | Revenue |
|---------|-------|----|---------|
|---------|-------|----|---------|

**DOT-Transit Services**

**S13 REDUCE: REDUCE SERVICE ON RIDE ON EFFECTIVE APRIL 5, 2009.** -358,000 -29,350

In the Spring of 2008, after holding a public forum, receiving significant input from riders and adjusting the original proposed reductions, Ride On reduced service that impacted 10 different routes. Those service reductions amounted to 15,467 annual hours of service.

The current proposed reductions total about 20,000 hours of service and together with the Spring 2008 cuts reduce Ride On service hours by 3.5%. This in spite of unprecedented growth in transit ridership - nearly 30 million boardings in FY 08 compared to 23 million in FY 04 (28% increase). Through the first quarter of this fiscal year ridership is up 8% above the same time period last year. If that trend continues ridership would approach 32 million. This growth has already put a significant strain on the system as passengers are currently passed up at bus stops due to full buses.

The current proposed service cuts will impact both peak, midday and weekend service, and impact most areas of the county.

The projection is a loss of about 200,000 annual boardings as a result of these cuts. However, with a second reduction in service within 12 months and falling gas prices, it is quite possible that the loss of ridership could be greater as people who have migrated to transit see transit options being reduced and decide to go back to driving.

At a time when ridership is growing and the need for transit is greater than ever, a further reduction in Ride On service will have a significant negative impact on the county.

**Mass Transit Total:** -1,438,000 29,350

**Recreation****Recreation**

**S1 DECREASE COST: DECREASE OPERATING EXPENSES IN THE OFFICE OF THE DIRECTOR** -28,400 0

The operating expense reductions will be taken from printing, other motor pool charges, local conference, and other professional services.

**S2 DECREASE COST: DECREASE OPERATING EXPENSES FOR PLANNED LIFECYCLE REPLACEMENT ASSETS (PLAR)** -107,890 0

Some priority repair, replacement, renovation items will need to be deferred to future years.

**S3 ELIMINATE: ELIMINATE THE HEALTHY CHOICES PROGRAM** -43,100 0

With the elimination of this program the following will not longer be provided.

- o Research curricula and programs that will enhance the health and well-being of county residents and recreation participants

- o Serve as a resource for department and teams for information and programs that enhance their offerings

- o Assist Community Centers in health and wellness activities and programs (i.e. weight room trainings @ senior centers, BSA Ladies Night Out, Game On!, Club Fridays)

- o Participate in county wide initiatives and coalitions to be better informed and inform other departments of current and future programs within recreation but to also facilitate and support joint projects (i.e. Health Freedom Walks, Obesity Prevention Strategy Coalition)

- o Plan, coordinate, represent and promote the Department at health fairs

- o develop health and wellness literature

There will be no revenue impact.

**S4 DECREASE COST: DECREASE OPERATING EXPENSES FOR TEAM MANAGEMENT FOR THE AFFILIATED SERVICES TEAM** -6,000 0

At this point in the FY it will mean tightening the day to day office expenditures and not participating in the Black Rock Center for the Arts Gala.

**S5 DECREASE COST: DECREASE OPERATING EXPENSES FOR SPECIAL EVENTS** -27,270 0

Events effected:

1. Youth Art Show, KidFest, St. Patrick's Day Fun fit Walks, World of Montgomery Festival - eliminated.

2. Germantown Glory & Mid County Sparkles, Burtonsville Day, three National Night Outs, Oktoberfest, St. Patrick's Day Parade, Half Marathon in the Parks, Pikes Peak K - Can provide existing equipment (pre and post event). No staff during the event, overtime eliminated for career staff.

4. Most Community Days and special requests (PIO, Exec's) can still be supported with existing equipment and seasonal staff.

\*impact of reduction or elimination: Eventually all 3rd party event support will be eliminated as funding to replace and repair equipment will not be available

| Ref No.           | Title   | \$      | Revenue |
|-------------------|---|---------|---------|
| <b>Recreation</b> |   |         |         |
| S6                | <b>DECREASE COST: DECREASE EXPENSES FOR BACKGROUND INVESTIGATIONS</b>   | -28,160 | 0       |
|                   | Background investigation costs for FY '08 totaled \$42,535 with an additional \$3,580 still encumbered. The FY '09 budget for background investigations totals \$128,880. With the 2.5 % taken from Background investigations there will still be \$100,719 left. The average cost is \$42 a person. We can double the number of people investigated and still be under budget.   |         |         |
|                   | Impact of reduction:<br>Fewer funds for future background investigations.   |         |         |
| S7                | <b>DECREASE COST: DECREASE OPERATING EXPENSES FOR SENIOR ADULT MINI TRIPS</b>   | -15,690 | 0       |
|                   | Minimal to none since the Mini-Trips Program has not utilized all it's budgeted funds in the two years its been in the Department budget.   |         |         |
| S8                | <b>DECREASE COST: DECREASE OPERATING EXPENSES FOR SENIOR AND THERAPEUTIC RECREATION PROGRAMS</b>  | -20,970 | 0       |
|                   | Since the closure of the Owens Park site in 2007 several small special events have been offered in hopes of reaching a new audience.  |         |         |
|                   | Impact: Minimal since funding from the Owens Park program has been reserved in order to provide the special events.   |         |         |
|                   | Includes S8 OE Senior Neighborhood, S10 OE for SOAR Senior program, S11 OE and Seasonal staff for Therapeutic Recreation programs and S12 OE and seasonal staff for Seniors/TR management   |         |         |
| S9                | <b>DECREASE COST: REDUCE HOURS AT SENIOR CENTERS (CLOSE THREE DAYS)</b>   | -1,420  | 0       |
|                   | Close Damascus, Holiday Park, & Schweinhaut Senior Centers for 3 days. Long Branch's schedule will obviously coincide with whatever dates have been determined for the Community Center, but their savings would be included in this reduction. Closures include Good Friday, Easter Monday, and the Friday prior to Memorial Day.  |         |         |
|                   | Impact of Reduction or Elimination:   |         |         |
|                   | •Closing the centers will result in a reduction in part-time seasonal temporary staff costs.  |         |         |
|                   | •Impact: Loss of service to approximately 500 seniors each day.   |         |         |
| S13               | <b>DECREASE COST: DECREASE OPERATING EXPENSES FOR YOUTH SPORTS PROGRAMS</b>   | -22,000 | 0       |
|                   | The youth sports team will reduce and/or eliminate a variety of program elements for the winter and spring seasons. This will include the following: National Youths Sports Coaches Association training and certification programs, reduce the amount of new sports equipment and supplies it purchases for upcoming winter basketball program, eliminate youth softball in spring season, eliminate use of park sites for T ball, instructional soccer. Eliminate the purchase of staff apparel for winter basketball program. Although there may be a quality impact, since programs are not being entirely eliminated the impact will be minimal. |         |         |
| S14               | <b>DECREASE COST: DECREASE OPERATING EXPENSES FOR REVENUE BASED SPORTS PROGRAMS</b>   | -17,740 | 0       |
|                   | Teams will not receive reversible jerseys, number of shirts will be limited, staff apparel reduced, use of shirts as awards will be reduced   |         |         |
| S15               | <b>DECREASE COST: DECREASE OPERATING EXPENSES FOR THE MANAGEMENT OF THE CAMPS, CLASSES, AND SPORTS TEAM AND OE FOR SUMMER CAMPS</b>   | -43,800 | 0       |
|                   | The marketing and communication opportunities will be greatly reduced. Flyers and general information distribution will be limited.   |         |         |
|                   | Reduction in amount and distance of field trips, camp marketing reductions, use of park sites will be reduced. Sports supplies will be reduced.   |         |         |

| Ref No.           | Title   | \$       | Revenue |
|-------------------|---|----------|---------|
| <b>Recreation</b> |   |          |         |
| S17               | <b>DECREASE COST: DECREASE OPERATING EXPENSES FOR THE SUMMER FUN CENTERS PROGRAM</b>  | -9,800   | 0       |
|                   | To include the reduction in snacks that are provided, reduction in arts and crafts supplies, and elimination of purchases of some new sports supplies and equipment.  |          |         |
|                   | The quality and variety of program elements will be reduced.  |          |         |
| S18               | <b>DECREASE COST: DECREASE OPERATING EXPENSES FOR AQUATIC PROGRAMS AND FACILITIES</b>   | -47,500  | 0       |
|                   | Provide fewer services to swim team participants. Swim team participants will participate in fewer local meets, some practice schedules may be altered and reduced. The number of shirts issued to staff will be reduced. By no longer using a private printing service some signage and flyers may be limited.   |          |         |
|                   | Reduce expenses for spray ground.   |          |         |
|                   | -May not be able to repair/replace equipment when needed.   |          |         |
|                   | Reduce expenses for special repairs to pools and equipment.   |          |         |
|                   | -Less special repairs will be done. Special equipment for hydro spas and saunas may be delayed.   |          |         |
|                   | Reduce contract cleaning expenses.  |          |         |
|                   | -Less special cleaning will be done. Post swim meet special cleaning will be limited or eliminated.   |          |         |
|                   | Reduce chargeback expenses with DFS.  |          |         |
|                   | -Some repairs may be delayed, replacement held until next fiscal year; special projects may have to be canceled.  |          |         |
| S20               | <b>DECREASE COST: DECREASE OPERATING EXPENSES AND SEASONAL STAFF FOR THE REGIONS</b>  | -21,830  | 0       |
|                   | 1. Reduced marketing - potential lost customers   |          |         |
|                   | 2. Higher mileage on county car   |          |         |
|                   | 3. Inability to replace or repair broken office equipment   |          |         |
|                   | 4. Reduced Professional improvement   |          |         |
|                   | 5. Reduced support for Team, Board or County wide activities i.e. generator for an event  |          |         |
|                   | 6. Limited uniforms for staff at centers  |          |         |
| S23               | <b>DECREASE COST: DECREASE CONTRACT COST FOR THE EINSTEIN SPORTS ACADEMY</b>  | -147,290 | 0       |
|                   | The contract that provides for the Sports Academy is the largest of all six schools. Based on the school population, this reduction brings the budget in line with schools of a similar size (i.e. Wheaton HS).   |          |         |
|                   | Impact of reduction or elimination: YMCA will have to prioritize the services provided to the school through this program. This is similar to the process all other Sports Academies have been going through in response to changing budget times.  |          |         |
| S24               | <b>DECREASE COST: DECREASE EXPENSES FOR ACADEMIC SUPPORT FOR THE SPRINGBROOK AND PAINT BRANCH SPORTS ACADEMIES</b>  | -39,620  | 0       |
|                   | The Academic Support at Springbrook and Paint Branch Sports Academies is provided through the George B. Thomas Learning Academy. For \$79,240, they provide a structured curriculum to students at each school. At other academies, the academic support is more homework help and HSA test prep rather than classroom instruction. This reduction would eliminate the contract after January 1 and reduce the service (and cost) for academic assistance in the future.  |          |         |
|                   | Impact of reduction or elimination: This is a reduction in service to the student in the schools. Rather than having fixed curriculum, they will receive homework assistance. However, MCPS has introduced High School Plus since the inception of this program. High School Plus reaches out to many of the same students and offers credit recovery through a classroom based curriculum for specific subjects. Between High School Plus and homework help coordinated by Recreation, many of the students will have their needs met. |          |         |

| Ref No.                  | Title   | \$              | Revenue  |
|--------------------------|---|-----------------|----------|
| <b>Recreation</b>        |   |                 |          |
| S25                      | <b>DECREASE COST: DECREASE OPERATING EXPENSES FOR TEEN CLUBS PROGRAMS</b>   | -50,000         | 0        |
|                          | Teen Clubs offer an opportunity for youth to gain experiences they may not have access to. Activities are often held on nights and weekends. Much of the cost is covered by fees paid by the participants. This reduction will require that some activities will need to move to less expensive or closer options. For example, a trip to Hershey Park requires the use of coach buses because it is out of MCPS school bus range. Teens could still go to an amusement park, but could ride a school bus to Six Flags for a much reduced cost.   |                 |          |
|                          | Impact of reduction or elimination: This reduction will limit options for the teens but will not eliminate the opportunities altogether.  |                 |          |
| S26                      | <b>DECREASE COST: REDUCE PERSONNEL COSTS FOR MCPD AT THE BLAIR SPORTS ACADEMY AND SEASONAL STAFF FOR TEEN PROGRAMS</b>  | -98,370         | 0        |
|                          | Because of its size and population, the Sports Academy at Blair was budgeted for two Police Officers to provide coverage and security for the programs. Every other Sports Academy is only budgeted for one officer. With a more mature program and staff, we believe that one officer will be sufficient to meet the needs of Blair. This will still keep daily contact between MCPD and students as well as MCPD and Recreation staff.  |                 |          |
|                          | For Teen programs and events, we strive for a staff to student ratio of 1:10. This allows for proper oversight and coverage of the participants. After reviewing our practices, we believe that we can provide coverage of specific areas, tasks, or duties with fewer staff.   |                 |          |
|                          | Impact of reduction or elimination: This will reduce the interaction between students and officers as there will be only one officer to cover all the students.   |                 |          |
|                          | Reducing the staff to student ratio will mean that there will be more coverage of tasks and duties and less time to build relationships with the students in the programs. One reason why our programs are so successful in reaching the most disconnected youth is that staff become trusted adults in their lives. This means that staff will be spread 50% thinner to create or foster mentoring relationships. Also, there will not be the ability to have staff act as floaters to address issues that arise in general implementation of programs or activities. Such items will need to be prioritized as to which ones pose any safety risk versus providing a reduced level of service in a program component. |                 |          |
| S28                      | <b>DECREASE COST: DECREASE OPERATING EXPENSES FOR THE SPORTS ACADEMIES</b>  | -20,000         | 0        |
|                          | Each Sports Academy is budgeted for supplies, equipment food, and awards/incentives. This reduction will require each academy to save \$4,000 in those items. That may be reached by limiting the snacks, reducing the frequency of pizza celebrations, moving from bottled water to tap water with cups, waiting to replace items that are broken or stolen, or reducing the type and amount of awards and incentives.   |                 |          |
|                          | Impact of reduction or elimination: These types of things are what the students look for when attending a Sports Academy. However, most Academies have earned a reputation in each of the schools and should still be able to draw the students to participate.   |                 |          |
| <b>Recreation Total:</b> |   | <b>-796,850</b> | <b>0</b> |

Urban District - Silver Spring**Urban Districts**

|  |  |                |          |
|--|--|----------------|----------|
| S1   | <b>DECREASE COST: LAPSE FROM VACANT POSITIONS</b>  | -72,270        | 0        |
|  | Silver Spring Urban District has Lapse from several vacant positions that will be used towards the savings plan. |                |          |
| <b>Urban District - Silver Spring Total:</b> |  | <b>-72,270</b> | <b>0</b> |

Urban District - Wheaton**Urban Districts**

|  |  |                |          |
|--|--|----------------|----------|
| S1                                     | <b>DECREASE COST: LAPSE FOR VACANT POSITIONS SINCE 7/1/08</b>                    | -41,510        | 0        |
|  | Wheaton Urban District has several positions that have been vacant since 7/1/08. |                |          |
| <b>Urban District - Wheaton Total:</b> |  | <b>-41,510</b> | <b>0</b> |

| Ref No.                                | Title | \$          | Revenue  |
|--|-------|-------------|----------|
| MCG Tax Supported Total:               |       | -22,297,350 | -224,600 |
| Net Savings:                           |       | -22,072,750 |          |
| (Total Exp. Savings & Revenue Changes) |       |             |          |

Liquor Control**Liquor Control**

|                       |   |          |   |
|-----------------------|---|----------|---|
| S1                    | DECREASE COST: LAPSE PROGRAM MANAGER II POSITION FOR FY09<br>Position is within the Administration Division and some work has been assigned to others in the department and some has been suspended.  | -71,810  | 0 |
| S2                    | DECREASE COST: LAPSE IT EXPERT POSITION FOR FY09<br>Position is within the Administration Division and some work has been assigned to others in the department and some has been suspended.   | -104,430 | 0 |
| S3                    | DECREASE COST: LAPSE INSPECTOR AND ENFORCEMENT FIELD SUPERVISOR FOR FY09<br>Position is within the Division of Licensure, Regulation and Education and some work has been assigned to others in the department and some has been suspended. | -134,660 | 0 |
| S4                    | DECREASE COST: DEFER PURCHASE OF TRUCKS FOR FY09<br>Replacement schedule has slipped and the department may experience more repairs using obsolete vehicles, but the amount is unable to quantify.  | -320,000 | 0 |
| S5                    | DECREASE COST: DEFER BUILDING IMPROVEMENTS (RETAIL) FOR FY09<br>Retail store improvement schedule has slipped and stores may not present the image the department prefers to put forward.   | -338,580 | 0 |
| Liquor Control Total: |   | -969,480 | 0 |

|  |          |   |
|--|----------|---|
| MCG Non-Tax Supported Total:           | -969,480 | 0 |
| Net Savings:                           | -969,480 |   |
| (Total Exp. Savings & Revenue Changes) |          |   |

Motor Pool**DGS-Fleet Management Services**

|                   |  |            |   |
|-------------------|--|------------|---|
| S1                | DECREASE COST: REPLACE ALL FY '09 TARGETED PUBLIC SAFETY SEDANS WITH CHEVROLET IMPALA<br>No Service Impact                                     | -181,380   | 0 |
| S2                | DECREASE COST: RECALL FORTY (40) UNDERUTILIZED ADMINISTRATIVE VEHICLES TO REPLACE FY '09 TARGETED ADMINISTRATIVE VEHICLES<br>No Service Impact | -337,500   | 0 |
| S3                | DECREASE COST: DEFER VARIOUS FY '09 TARGETED EQUIPMENT/VEHICLE REPLACEMENT<br>No Service Impact  | -832,360   | 0 |
| Motor Pool Total: |  | -1,351,240 | 0 |

Printing & Mail**General Services**

|                        |  |          |   |
|------------------------|--|----------|---|
| S1                     | REDUCE: REDUCE PURCHASE OF PAPER<br>The Print Shop will reduce its purchase of paper to meet its Savings Plan. This means that, at some point this fiscal year, the Print Shop will require customers to provide their own paper for print jobs. | -162,650 | 0 |
| Printing & Mail Total: |  | -162,650 | 0 |

| Ref No. | Title                                  | \$          | Revenue  |
|---------|--|-------------|----------|
| <hr/>   |  |             |          |
|         | MCG Internal Service Funds Total:      | -1,513,890  | 0        |
|         | Net Savings:                           | -1,513,890  |          |
|         | (Total Exp. Savings & Revenue Changes) |             |          |
| <hr/>   |  |             |          |
|         | MCG Total:                             | -24,780,720 | -224,600 |
|         | MCG FY09 Net Savings                   |             |          |
|         | (Total Exp. Savings & Revenue Changes) | -24,556,120 |          |



| Ref No. | Title | \$ | Revenue |
|---------|-------|----|---------|
|---------|-------|----|---------|

MCPS Current Fund

**MCPS**

|    |  |             |   |
|----|--|-------------|---|
| S1 | DECREASE COST: MCPS REDUCTIONS TO MEET THE SAVINGS PLAN TARGET | -19,369,570 | 0 |
|----|--|-------------|---|

The County Executive recommends a savings target of 1% of the tax supported FY09 appropriation (\$19.4 million). MCPS believes that according to their current projections savings of \$3 million are possible.

|                                 |             |   |
|---------------------------------|-------------|---|
| <b>MCPS Current Fund Total:</b> | -19,369,570 | 0 |
|---------------------------------|-------------|---|

|   |             |   |
|---|-------------|---|
| <b>MCPS Tax Supported Total:</b>                  | -19,369,570 | 0 |
| <b>Net Savings:</b>                               | -19,369,570 |   |
| <i>(Total Exp. Savings &amp; Revenue Changes)</i> |             |   |

|   |             |   |
|---|-------------|---|
| <b>MCPS Total:</b>                                | -19,369,570 | 0 |
| <b>MCPS FY09 Net Savings</b>                      | 19,369,570  |   |
| <i>(Total Exp. Savings &amp; Revenue Changes)</i> |             |   |

| Ref No. | Title | \$ | Revenue |
|---------|-------|----|---------|
|---------|-------|----|---------|

MC Current FundMontgomery College

|     |   |            |   |
|-----|---|------------|---|
| S1A | REDUCE: LOCAL COUNTY CONTRIBUTION FOR COLLEGE BY 2% [FY09 BASE \$105,454,553]   | -2,109,091 | 0 |
| S1B | REDUCE: LOCAL COUNTY CONTRIBUTION FOR COLLEGE BY ADDITIONAL 0.5% [TOTAL OF 2.5% - WITH 1A - ON FY09 BASE \$105,454,553] | -527,273   | 0 |

|                        |            |   |
|------------------------|------------|---|
| MC Current Fund Total: | -2,636,364 | 0 |
|------------------------|------------|---|

|  |            |   |
|--|------------|---|
| MC Tax Supported Total:                                | -2,636,364 | 0 |
| Net Savings:<br>(Total Exp. Savings & Revenue Changes) | -2,636,364 |   |

|   |            |   |
|---|------------|---|
| MC Total:   | -2,636,364 | 0 |
| MC FY09 Net Savings<br>(Total Exp. Savings & Revenue Changes) | -2,636,364 |   |

| Ref No. | Title | \$ | Revenue |
|---------|-------|----|---------|
|---------|-------|----|---------|

M-NCPPC Administration**M-NCPPC**

|    |  |          |   |
|----|--|----------|---|
| S1 | DECREASE COST: MNCPPC REDUCTIONS TO MEET THE SAVINGS PLAN TARGET | -826,450 | 0 |
|----|--|----------|---|

|                               |  |          |   |
|-------------------------------|--|----------|---|
| M-NCPPC Administration Total: |  | -826,450 | 0 |
|-------------------------------|--|----------|---|

M-NCPPC Park (w/out Debt Serv.)**M-NCPPC**

|    |  |            |   |
|----|--|------------|---|
| S1 | DECREASE COST: MNCPPC REDUCTIONS TO MEET THE SAVINGS PLAN TARGET | -1,652,890 | 0 |
|----|--|------------|---|

|  |  |            |   |
|--|--|------------|---|
| M-NCPPC Park (w/out Debt Serv.) Total: |  | -1,652,890 | 0 |
|--|--|------------|---|

|  |  |            |   |
|--|--|------------|---|
| M-NCPPC Tax Supported Total:           |  | -2,479,340 | 0 |
| Net Savings:                           |  | -2,479,340 |   |
| (Total Exp. Savings & Revenue Changes) |  |            |   |

|  |  |            |   |
|--|--|------------|---|
| M-NCPPC Total:                         |  | -2,479,340 | 0 |
| M-NCPPC FY09 Net Savings               |  | -2,479,340 |   |
| (Total Exp. Savings & Revenue Changes) |  |            |   |

DISCUSSION  
7.0

Office of the Superintendent of Schools  
MONTGOMERY COUNTY PUBLIC SCHOOLS  
Rockville, Maryland

November 11, 2008

MEMORANDUM

To: Members of the Board of Education

From: Jerry D. Weast, Superintendent of Schools

Subject: Monthly Financial Report and Year-end Projections, as of September 30, 2008

This financial report reflects the actual financial condition of Montgomery County Public Schools (MCPS) as of September 30, 2008, and projections through June 30, 2009, based on program requirements and estimates made by primary and secondary account managers. At this time revenues are on target, while expenses have a projected surplus of \$3,000,000. Staff will continue to closely monitor both revenues and expenditures. A discussion of the actual financial condition of MCPS as of September 30, 2008, and projected revenues and expenditures through June 30, 2009, follows.

REVENUE

Total revenue is projected to be \$2,076,764,239. This amount is equal to the revised budgeted amount. Projected county, state, federal, and other revenues are described below.

**County**

The projected revenue from the county is \$1,513,177,816.

**State**

The projected revenue from the state is \$399,300,324.

**Federal**

The projected revenue from Impact Aid is \$230,000.

**Other**

The projected revenue from other sources is \$5,943,645.

(48)

**Appropriated Fund Balance**

The projected revenue from appropriated fund balance is \$17,927,455.

**Enterprise Funds**

The projected revenue from enterprise funds is \$54,733,813

**Supported Projects**

The anticipated revenue for supported projects is \$85,451,186. This estimate includes \$10,080,945 carried forward from FY 2008. Projects approved through September 30, 2008, have been assigned \$74,709,929.

**EXPENDITURES**

There is a projected surplus of \$3,000,000. Projected surpluses in Category 1, Administration; Category 2, Mid-level Administration; Category 4, Textbooks and Instructional Supplies; Category 5, Other Instructional Costs; Category 6, Special Education; Category 11, Maintenance of Plant; and Category 12, Fixed Charges are partially offset by deficits in Category 3, Instructional Salaries, and Category 9, Student Transportation. These projections are preliminary because they reflect data from only the first three months of the fiscal year and one full month of the school year.

As a result of increasing concerns about the fiscal outlook for the remainder of FY 2009, comprehensive expenditure restrictions were imposed on September 16, 2008, requiring account managers to make only absolutely necessary expenditures for the remainder of the fiscal year. Each account manager included the impact of these comprehensive expenditure restrictions with their expenditure projections for the remainder of the fiscal year. Based on a preliminary review of the expenditure projections, prior to evaluating requested exceptions, an estimate of how year-end expenditures will be reduced has been made. Savings identified and implemented according to the expenditure projections will be needed to offset projected deficits in some categories. These estimates have been incorporated into this monthly financial report.

The following provides an explanation for each of the categorical variations:

**Category 1 – Administration**

The projected surplus of \$1,000,000 in Category 1, Administration, is primarily the result of salary savings due to higher than anticipated lapse and turnover, resulting from the comprehensive expenditure restrictions imposed on September 16, 2008.

**Category 2 – Mid-Level Administration**

The projected surplus of \$2,000,000 in Category 2, Mid-Level Administration, is based on preliminary data from the first three months of the fiscal year and one full month of the school year. The projected surplus is primarily the result of salary savings due to higher than anticipated lapse and turnover, resulting from the comprehensive expenditure restrictions imposed on September 16, 2008. In addition, in the final Board action on the FY 2009 Operating Budget on June 10, 2008, the reduction of \$906,622 for 8 elementary intern positions was taken from Category 3 rather than Category 2, creating a surplus in this category.

**Category 3 - Instructional Salaries**

The projected deficit of \$3,000,000 in Category 3, Instructional Salaries, is based on preliminary data after one full month of the school year. The deficit is due to lower than anticipated salary lapse of turnover savings. In addition, adjustments to the position salary accounts for university partnerships were greater than the actual savings realized this year. Although exemptions have been granted for some instructional expenditures, the comprehensive expenditure restrictions imposed on September 16, 2008, are projected to increase projected salary lapse and turnover savings. The surplus in Category 2 as a result of the budget reductions for the elimination of eight intern positions is offset by a deficit of \$906,622 in Category 3.

**Category 4—Textbooks and Instructional Supplies**

The projected surplus of \$1,000,000 in Category 4, Textbooks and Instructional Supplies, is based on the effect of the comprehensive expenditure restrictions imposed on September 16, 2008. School allocations for textbooks and instructional supplies are exempt from the restrictions, but savings are projected in centrally purchased materials.

**Category 5—Other Instructional Costs**

The projected surplus of \$1,000,000 in Category 5, Other Instructional Costs, is based on the effect of the comprehensive expenditure restrictions imposed on September 16, 2008. The surplus is primarily a result of restrictions on furniture and equipment purchases and staff development activities.

**Category 6 – Special Education**

The projected surplus of \$2,000,000 in Category 6, Special Education, is a result of higher than anticipated position salary balances. The actual salaries of staff charged to Category 6 are lower than the budgeted average salary amounts. The primary reason for this is that salary lapse and turnover savings are greater than anticipated. In addition, savings in non-salary accounts have been generated as a result of the comprehensive expenditure restrictions imposed on September 16, 2008.

**Category 9 – Student Transportation**

The projected deficit of \$2,000,000 in Category 9, Student Transportation, is the result of higher than anticipated diesel fuel costs. The FY 2009 budgeted amount for diesel fuel per gallon is \$2.75. The present cost of diesel fuel is \$2.57 per gallon. However, prices are projected to increase.

**Category 11—Maintenance of Plant**

The projected surplus of \$300,000 in Category 11, Maintenance of Plant, is based on the comprehensive expenditure restrictions imposed on September 16, 2008. The projected surplus is the result of higher than anticipated salary lapse and turnover savings and other comprehensive expenditure restrictions.

**Category 12 – Fixed Charges**

The projected surplus of \$700,000 in Category 12, Fixed Charges, is based on preliminary data from the first three months of the fiscal year and one full month of the school year. The projected surplus is the result of lower costs for tuition in partnership programs and lower than anticipated social security (FICA) payments.

JDW:LAB:MCS:sz

Attachments

**MONTGOMERY COUNTY PUBLIC SCHOOLS**  
**Monthly Financial Report and Year-end Projections**  
**As of September 30, 2008**

**REVENUE**

| Source                     | FY 2009<br>Original<br>Budget | Revised<br>Budget      | Projection             |             | Current Report<br>Variance<br>Over (Under)<br>Revised Budget |
|----------------------------|-------------------------------|------------------------|------------------------|-------------|--|
|                            |                               |                        | As of<br>9/30/2008     | As of       |  |
| County                     | \$1,513,177,816               | \$1,513,177,816        | \$1,513,177,816        | \$ -        | \$ -   |
| State                      | 399,300,324                   | 399,300,324            | 399,300,324            |             | -  |
| Federal                    | 230,000                       | 230,000                | 230,000                |             | -  |
| Other                      | 5,943,645                     | 5,943,645              | 5,943,645              |             | -  |
| Appropriated fund balance  | 17,927,455                    | 17,927,455             | 17,927,455             |             | -  |
| Subtotal                   | 1,936,579,240                 | 1,936,579,240          | 1,936,579,240          | -           | -  |
| Food Services              | 46,841,144                    | 46,841,144             | 46,841,144             |             | -  |
| Real Estate Management     | 2,549,103                     | 2,549,103              | 2,549,103              |             | -  |
| Field Trip                 | 2,199,661                     | 2,199,661              | 2,199,661              |             | -  |
| Entrepreneurial Activities | 1,561,075                     | 1,561,075              | 1,561,075              |             | -  |
| Instructional Television   | 1,582,830                     | 1,582,830              | 1,582,830              |             | -  |
| Supported Projects         | 75,370,241                    | 85,451,186 (a)         | 85,451,186             |             | -  |
| Total                      | <u>\$2,066,683,294</u>        | <u>\$2,076,764,239</u> | <u>\$2,076,764,239</u> | <u>\$ -</u> | <u>\$ -</u>  |

Notes:

(a) Includes \$10,080,945 carried forward from FY 2008.



**MONTGOMERY COUNTY PUBLIC SCHOOLS**  
**Monthly Financial Report and Year-end Projections**  
**As of September 30, 2008**

**EXPENDITURES**

| Category                                | Expenditures               |                           |  | Current Report                   |                                  | Prior Report                     |                                  | Variance<br>Over<br>(Under) | (a)<br>Percentage |
|---|----------------------------|---------------------------|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------|-------------------|
|   | Authorized<br>Expenditures | Encumbrances<br>9/30/2008 | Projected<br>Expenditures<br>6/30/2009 | Projected<br>Year-end<br>Balance | Projected<br>Year-end<br>Balance | Projected<br>Year-end<br>Balance | Projected<br>Year-end<br>Balance |                             |                   |
| 01 Administration                       | \$ 43,668,640              | \$ 36,532,604             | \$ 6,136,036                           | \$ 1,000,000                     | \$ -                             | \$ -                             | \$ 1,000,000                     | 2.29                        |                   |
| 02 Mid-level Administration             | 134,182,919                | 128,597,105               | 3,585,814                              | 2,000,000                        | -                                | -                                | 2,000,000                        | 1.49                        |                   |
| 03 Instructional Salaries               | 811,781,075                | 778,524,779               | 36,256,296                             | (3,000,000)                      | -                                | -                                | (3,000,000)                      | (0.37)                      |                   |
| 04 Textbooks and Instructional Supplies | 30,037,179                 | 15,882,877                | 13,154,302                             | 1,000,000                        | -                                | -                                | 1,000,000                        | 3.33                        |                   |
| 05 Other Instructional Costs            | 14,340,570                 | 4,087,082                 | 9,253,488                              | 1,000,000                        | -                                | -                                | 1,000,000                        | 6.97                        |                   |
| 06 Special Education                    | 244,972,018                | 224,645,775               | 18,326,243                             | 2,000,000                        | -                                | -                                | 2,000,000                        | 0.82                        |                   |
| 07 Student Personnel Services           | 10,541,260                 | 10,685,631                | (144,371)                              | -                                | -                                | -                                | -                                | -                           |                   |
| 08 Health Services                      | 57,502                     | 19,007                    | 38,495                                 | -                                | -                                | -                                | -                                | -                           |                   |
| 09 Student Transportation               | 91,724,479                 | 63,978,880                | 29,745,599                             | (2,000,000)                      | -                                | -                                | (2,000,000)                      | (2.18)                      |                   |
| 10 Operation of Plant and Equipment     | 114,803,301                | 73,405,726                | 41,397,575                             | -                                | -                                | -                                | -                                | -                           |                   |
| 11 Maintenance of Plant                 | 33,879,737                 | 27,527,471                | 6,052,266                              | 300,000                          | -                                | -                                | 300,000                          | 0.89                        |                   |
| 12 Fixed Charges                        | 406,540,560                | 125,896,547               | 279,944,013                            | 700,000                          | -                                | -                                | 700,000                          | 0.17                        |                   |
| 14 Community Services                   | 50,000                     | 50,000                    | -                                      | -                                | -                                | -                                | -                                | -                           |                   |
| Subtotal                                | 1,936,579,240              | 1,489,833,484             | 443,745,756                            | 3,000,000                        | -                                | -                                | 3,000,000                        | 0.15                        |                   |
| 61 Food Services                        | 46,841,144                 | 23,119,307                | 23,721,837                             | -                                | -                                | -                                | -                                | -                           |                   |
| 51 Real Estate Management               | 2,549,103                  | 1,615,103                 | 934,000                                | -                                | -                                | -                                | -                                | -                           |                   |
| 71 Field Trip                           | 2,199,661                  | 391,394                   | 1,808,267                              | -                                | -                                | -                                | -                                | -                           |                   |
| 81 Entrepreneurial Activities           | 1,561,075                  | 809,189                   | 751,886                                | -                                | -                                | -                                | -                                | -                           |                   |
| 37 Instructional Television             | 1,582,830                  | 1,226,061                 | 356,769                                | -                                | -                                | -                                | -                                | -                           |                   |
| Supported Projects                      | 85,451,186                 | 55,276,119                | 30,175,067                             | -                                | -                                | -                                | -                                | -                           |                   |
| Total                                   | \$ 2,076,764,239           | \$ 1,572,270,657          | \$ 501,493,582                         | \$ 3,000,000                     | \$ -                             | \$ -                             | \$ 3,000,000                     | 0.14                        |                   |

Note:

(a) Percentage of projected year-end balance to authorized expenditures.



Office of the President

November 13, 2008

The Honorable Michael Knapp, President  
Montgomery County Council and  
Members of the Montgomery County Council  
Stella B. Werner Council Office Building  
100 Maryland Avenue  
Rockville, Maryland 20850

Dear Mr. Knapp and Members of the Montgomery County Council:

Montgomery College understands the difficult financial situation facing both the State and the County. We will do our part to meet the FY09 Budget Savings target that the County has set for the College in the amount of \$2,109,091, which is two percent of our County support for the tax-supported funds.

To attain this target we have done the following:

- Continued a three-month or more hiring delay on all vacant positions. Many of these positions will not be filled this fiscal year and a hiring freeze is being considered for all but essential positions.
- A deferral of all major purchases and contracts that are not essential to the maintenance of the services we offer our students. All relevant resolutions proposed for action by the Board of Trustees will be carefully scrutinized by the President's Executive Council to determine if they are mission critical. This executive review will be guided by an abiding commitment to fiscal restraint and service to our students.
- Designated that the \$280,000 that was earmarked for the Campus Connector service will be used for the savings program (with Council concurrence).
- Restrict long-distance travel unless noted as a special circumstance.

If we are asked to reduce an additional ½ percent (\$527,273) we will have to leave more positions vacant. Please keep in mind that our FY09 State aid was just reduced by \$1.5 million (\$1,224,403 to the Current Fund) and that there is a strong possibility that this is just the first round of cuts by the State.

The Honorable Michael Knapp  
Members of the Montgomery County Council  
November 13, 2008  
Page 2

With these changes, Montgomery College expects to meet the target set by the County while still ensuring our students receive the education and support services they need. While the County faces a difficult challenge, we know that your focus will remain on best serving the residents and the students of Montgomery County. Thank you for your continued support of Montgomery College.

Sincerely,



Brian K. Johnson, Ed.D.  
President

cc: The Honorable Isiah Leggett  
Ms. Roberta F. Shulman, Chair, Montgomery College Board of Trustees



# MONTGOMERY COUNTY PLANNING BOARD

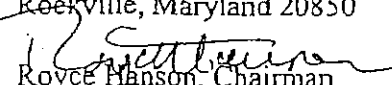
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

## OFFICE OF THE CHAIRMAN

### MEMORANDUM

November 20, 2008

To: Michael Knapp, President  
Montgomery County Council  
100 Maryland Avenue  
Rockville, Maryland 20850

From:   
Royce Hanson, Chairman  
Montgomery County Planning Board

The Montgomery County Planning Board is committed to participating in the County's FY09 savings plan as a co-operative partner. The Board has carefully reviewed the current fiscal status of its tax-supported budgets to determine how we can best accomplish the targeted 2.3% savings of \$2,479,340 from our FY 2009. We propose Park Fund savings of \$1,829,180 and Administration Fund savings of \$650,160:

| FY09 Savings Plan |                         |                 |       |
|-------------------|-------------------------|-----------------|-------|
|                   | FY09 Budget<br>w/o Debt | Savings<br>Plan |       |
| Park Fund         | 79,109,700              | (1,829,180)     | -2.3% |
| Admin Fund        |                         |                 |       |
| MC commissioners  | 1,605,200               | (40,130)        | -2.5% |
| MC planning       | 18,152,500              | (453,810)       | -2.5% |
| CAS               | 7,556,800               | (156,220)       | -2.1% |
| Total Adm Fund    | 27,314,500              | (650,160)       | -2.4% |
| Total             | 106,424,200             | (2,479,340)     | -2.3% |

### DEPARTMENT OF PARKS

The total adopted FY09 Park Fund budget is \$79,109,700, exclusive of debt service, reserves and grants. Park Fund targets at savings of \$1,829,180, or 2.3%. In order to determine the impact of additional savings needed from the Park Fund, it is important to understand what actions have been taken by the Department to reduce costs in FY09.

## **Impacts of Major Reductions Included in FY09 Adopted Budget**

In an effort to manage the major program reductions, each division and program element affected were assigned the task of developing both a divisional and programmatic budget management plan. Although Council did not specifically impose a hiring freeze, **67.6 work years or 9% of positions were unfunded** due to increased salary lapse, anticipated savings through a Retirement Incentive Program, and cuts to programs. It was necessary to freeze or delay the hiring of specific positions in order to operate within the approved budget limits. We identified 35 positions to freeze or delay hiring for the fiscal year. Additionally, we have curtailed spending of non-personnel items like non-mandatory contracts and travel and training.

### **Program Impacts to Date**

**Professional Services** – The effect of this reduction was cross-cutting among programs and divisions. Basically, every professional service not mandated was eliminated or greatly reduced. The most notable examples are funding for specialized training for safety precautions associated with hazardous materials, on-going efforts for diversity training, Brookside Garden Visitor's Survey, non-native invasive contracts, and the park infrastructure condition assessment project.

**Maintained Open Space** – This reduction directly affects the Department's responsibility for the care and maintenance of shared community spaces within the parks that are used by the public but not permitted for organized activities. These areas include most of the neighborhood and urban parks.

In order to accommodate this reduction in FY09, the frequency of litter collection, weeding, and mowing has been reduced. Each region has identified specific parks where services will be curtailed. Central Maintenance has closed 5 bathrooms and one non-drinking water fountain. The following bathrooms have been closed and will remain closed. Wheaton Shorefield, restrooms by entrance circle, Parklawn Campgrounds, Rock Creek Regional Park Picnic Area #2 Restrooms, Damascus Special Park restrooms #1, Norbeck Local Park Shelter Restrooms and the Woodside Local Park Decorative Water Fountain.

The Park Police are no longer actively patrolling a number of parks which have been absent of reported crime or police activity for the past twelve month period. The Park Police have also stopped their involvement in the Washington-Baltimore High Intensity Drug Taskforce and will be ending their pursuit of Accreditation, so that they can redeploy those officers and civilian staff to support their core Patrol functions. Due to the amount of related complaints received and logged by our Park Information and Customer Service unit, we do not recommend any further cuts in this program.

**Horticulture** – This program eliminated the interior plant program in most buildings and reduced the annual plant programs in the parks. Three greenhouses at Pope Farm were shut down effective July 1st. Landscaping crews were reduced and the annual flower

beds maintenance has been reduced and ultimately eliminated in some areas as the plants deteriorate. The flower beds will be changed to perennials, mulch or turf in an effort to maintain the long-term appearance of the parks. The proposed composting program in parks has been deferred.

**Third-party Support** – The Department has historically provided support to outside organizations for special events held in parks virtually free of cost.

We will continue to support these events to the best of our ability. However, we are limiting staff coverage or flexing schedules to reduce overtime costs. In some cases it will be necessary to charge the user for any additional costs incurred which cannot be accommodated through alternative scheduling of staff. Fee waivers are no longer being considered, and fee discounts will only be given to organizations whose activities directly support the Department or its mission.

**Overtime** – Each division has reduced overtime costs by invoking a number of cost savings measures. Due to certain work conditions regarding assignments outlined in FOP and MCGEO agreements, managers must continue to comply accordingly. In many cases the division will offer alternative scheduling and compensatory time to cover traditional over time expenses.

Park Police was unable to absorb all of its share of this reduction due to FOP contract requirements. The division has made some schedule changes where appropriate to reduce overtime costs. Schedule changes adversely affects the regular time officers are available for regular investigations and patrols. Park Police has frozen police officer positions to offset the reductions in this area.

All of the cost saving measures can generate the required savings with the exception of severe weather related emergencies. Although the overtime budget still contains some capacity for weather related incidents, frequent weather emergencies will make it difficult to achieve the required savings.

**Employee Development and Training** – All non-mandatory training or required re-accreditation training has been curtailed in each division.

**Salary Lapse and Retirement Incentive** – These reductions have been combined and allocated across each division. The normal lapse was originally proposed at 4.5% of personnel costs. The Council imposed a lapse of 7.5% which is above the normal attrition rate. Additionally, Council added \$350,000 in anticipated savings for offering a retirement incentive. In an effort to manage this lapse, we have frozen or delayed the hiring of 35 vacancies. The impact of this action is cross-cutting to all programs. Park positions normally are not attributed to one or two program elements, but serve several different program functions. The Department has already frozen positions and generated savings from the Retirement Incentive Program which has reduced park police patrols and park maintenance substantially. We simply cannot freeze more positions in these areas and provide adequate staffing to prepare the parks and ballfields for the spring. The current backlog of work requests are 472 and preventative maintenance on

facilities work orders are behind by 322. We have deferred 25 major maintenance projects to FY10.

To meet the savings target of \$1,829,180, the following actions have been identified:

**Actions**

**Savings**

**Retirement Incentive**

**\$450,000**

The Department received more applicants for the Retirement Incentive Program than anticipated. Most of the retirements were in the maintenance areas, therefore we will need to unfreeze previously held positions in an effort to avoid serious disruptions in service.

**Reduce Debt Service**

**\$150,000**

The Department of Finance will delay the next bond sale to gain savings for Park bond debt service. No impact on work program.

**Reduce Chargeback to Other Funds and Reduce Contractual Agreements** **\$400,000**

The Department will reduce the chargebacks to some of the internal service funds where applicable. The impact could leave some of the fund balances below the recommended minimum to cover claims and administrative expenses. If savings are not realized from internal service funds, we may be forced to break contracts already executed to achieve savings.. This would affect portable toilets in parks or custodial services in park activity buildings.

**Additional Revenue**

**\$100,000**

The Planning Board has approved increased athletic field user fees and the Department has estimated increased collection of miscellaneous fees. The actual revenue in these categories is projected to exceed estimated revenue. Although there is no direct impact, users will expect the service level of athletic fields to remain at the current level. Further reductions in maintenance areas would negatively affect our ability to properly maintain fields.

**Freeze Additional Positions**

**\$729,180**

We will freeze additional non-maintenance and Park Police positions. The impact will further delay the park condition assessment project and the capital planning implementation of SmartParks. Planning efforts in progress will be delayed that affect the Urban Park Plan, the Park Recreation and Open Space Master Plan, the update to Cabin John Regional Park plan, and curtail input to ongoing area master plans. The Department will delay the migration of the phone system project to Voice over IP to replace aging key telephone systems that are becoming obsolete.

Some CIP projects may be delayed and would include: Takoma-Piney Local Park Renovation, Evans Parkway Neighborhood Park Renovation, Rock Creek Maintenance Yard facility plan, and Black Hill Regional Park Hard Surface Trail Renovation and Expansion.

## PLANNING DEPARTMENT

For FY09, the Planning Department's approved share of the Administration Fund is \$18,152,500. For the Planning Department, a savings of 2.5% of the approved Administration Fund budget would equate to \$453,810.

To determine the amount and impact of the savings on the Planning Department, there are several factors to consider.

1. The Department's FY09 work program is adopted on the predicate of an authorized strength of 180 positions
2. This is after abolishment of four positions that was necessary to meet the FY09 reductions.
3. For FY09, the Planning Department has an assessed lapse of \$893,900. This equates to about nine positions.
4. In addition in order to balance, funding for approximately nine positions for \$958,900 was not approved. Although the Planning Department's work program is based on the authorized strength of 180 positions.
5. As a result, the Department has implemented a retirement incentive program and underwent a major reorganization. These actions were done to generate savings that would allow it to fill some of the unfunded vacancies in order to meet critical work program demands.

To meet the 2.5% savings, the following actions have been identified:

| Actions  | Savings   |
|--|-----------|
| "Re-freeze" three to four vacancies for the remainder of FY09  | \$290,600 |
| Cut spending in operational expenses such as professional services, subscriptions, memberships, seminars, training, and department wide cuts in supplies | \$163,200 |

### Impact

The program impact of the savings includes:

- Eliminate the Limited Plan Amendment as a component of the Planning Department's work program. (Master Plan Program)
- Further reduce hours of operation at the Information Desk. (Plan Implementation Program)



- Reduce response time for web postings and monitoring for outdated material. (Public Information Program)
- The Planning Department has strived to improve the professional qualifications of its employees. One method has been encouraging our planners to achieve and maintain professional certification. This encouragement is accomplished through such activities as sending selected staff on a limited basis to training and seminars in order to attain credits and having our visiting scholars' program presentation meet certification standards. These will be greatly reduced if not discontinued. (Across all programs)

### **Consideration**

As of the end of October, a straight line projection on fee revenues for the Development Review Special Revenue estimates a shortfall of approximately \$200,000. With the condition of the economy particularly in the development sector this predicted shortfall may be optimistic. Shortfalls in the Special Revenue Fund are covered by fund balance in the Administration Fund. In FY08, the shortfall resulted in a \$749,000 special appropriation. Since the Department's budget for FY09 has a transfer from the Administration Fund to the Special Revenue Fund, the impact of a fee shortfall should not be as severe as last year, however, there is a great potential that an appropriation will be needed.

### **MONTGOMERY COUNTY COMMISSIONERS' OFFICE**

The adopted FY09 Commissioners' Office budget is \$1,605,200. With the County imposed FY09 savings plan, the Commissioners' Office is instructed to show a savings of 2.5% or \$40,130.

The Commissioners' Office proposes to reduce Personnel Services in the amount of \$15,130 by reducing reasonal/intermittent staff hours (currently .40 hours in the adopted FY09 budget). The Office also proposes achieving savings of \$9,000 from materials and supplies by reducing contributions to the purchase of giveaways for special events that promote both the Planning and Parks Departments. Other Services & Charges will be reduced by \$16,000 by significantly limiting IT and related technology purchases and reducing staff training opportunities.

### **CENTRAL ADMINISTRATIVE SERVICES (CAS)**

The total FY09 adopted budget for CAS in Montgomery County is \$7,556,800. CAS includes the Department of Human Resources and Management (DHRM), the Department of Finance, the Legal Department, the Merit Board, and Support Services. CAS targets at savings of \$156,220, or 2.1% of the Montgomery County side of its operations:

|                    | FY09 Budget<br>w/o Debt | Savings<br>Plan |        |
|--------------------|-------------------------|-----------------|--------|
| Legal - MC         | 1,072,400               | (13,750)        | -1.3%  |
| Finance - MC       | 3,236,400               | (60,460)        | -1.9%  |
| DHRM - MC          | 2,680,500               | (73,510)        | -2.7%  |
| Merit Bd - MC      | 55,200                  | (8,500)         | -15.4% |
| Support Service-MC | 512,300                 | -               | 0.0%   |
| CAS Total          | 7,556,800               | (156,220)       | -2.1%  |

**DHRM** took a reduction by Montgomery County to its proposed FY09 budget in Spring 2008, including a significant increase of its lapse amount. In order to meet the budgeted lapse, the department is freezing all the three management analysis unit positions, leaving one more position in human resources vacant through FY09, and also is terminating a contract position in human resources and downgrading a management position in order to stay within its budget. The department currently has no other vacancies to be lapsed.

In order to meet the FY09 savings target, DHRM will delay and cut purchases of certain supplies, materials, and minor equipment or PC replacements (\$10,000), reduce its House Key program in Montgomery County from \$50,000 to \$10,000 (\$40,000), and generate savings from deferring mentoring start and cutting consulting services and training programs in budget management and organization development (\$23,510). Services in these fields will be impacted.

**Finance Department** proposes a savings plan of \$60,460. In order to meet this target, the department is freezing one of the five auditor positions and also freezing the disbursement position. The impact will be a reduced number of internal audits and a possible increase in fraud, waste and abuse, and also a possible delay of vendor payment.

**Office of General Counsel (OGC)** will achieve 1.25% savings target by deferring certain non-personnel items (\$13,750) into FY2010. OGC FY09 budget already includes salary lapse of \$154,200. OGC cannot absorb any further lapse for positions funded by the Montgomery County Administration Fund or Special Revenue Fund. There is one administrative vacancy funded by the Montgomery County and a hiring is imminent. All other workyears for which Montgomery County funding was appropriated for FY09 are currently utilized by career and non-career professionals actually.

**Merit Board** will likely generate savings (\$8,500) due to the resignation of the previous board. **Support services** will not likely generate any savings, partly because CAS initiated a pilot program of zip car in FY09, which is estimated to save the commission approximately \$10,000 net amount annually but will incur unbudgeted amount of over \$15,000 (of which half is in Montgomery County operations) in CAS support services. Any savings that could be generated in Support Services will be used to help make Support Services stays within its budget.

Since CAS is a bi-county entity whose expenditures are generally divided evenly between Montgomery and Prince George's Counties, it will take a total cut of \$272,440 to CAS to ensure we save \$156,220 in Montgomery County.

## CONCLUSION

The Planning Board desires to fulfill its obligation as a cooperative agency during the County's fiscal crisis and will work with the Council to the best of its ability. We see your direction on whether we should proceed with the 2.3% savings plan described above, and whether we should consider changes to our approved work program and list of deliverables that were promised in adopted FY09 budget.

cc: Steve Farber  
Marlene Michaelson



# HOUSING OPPORTUNITIES COMMISSION

OF MONTGOMERY COUNTY, MD

November 6, 2008

The Honorable Mike Knapp  
President, Montgomery County Council  
Sixth Floor  
100 Maryland Avenue  
Rockville, Maryland 20850

Dear President Knapp:

In response to the request for the Housing Opportunities Commission (HOC) to participate in the County Executive's FY'09 savings plan, the Commission approved the submission of the proposed list of reductions at its meeting on November 5, 2008. We understand that the County faces a difficult fiscal situation, and that all elements of the County's public sector will need to cooperate for the overall wellbeing of our citizens.

At the same time, HOC would like to suggest that as you consider cuts to be made now and in the FY'10 budget that you protect the services that our most vulnerable residents receive. I know you appreciate that our residents and clients already need more services than we can provide. Simultaneous reductions in the service delivery capabilities of the Department of Health and Human Services could well have a deleterious effect on the same group of people.

The total savings target for the HOC Operating Budget is \$153,520. Following is a brief description of the proposed reduction and the impacts that these reductions would have on services to Montgomery County residents:

- **Recognize \$60,520 in salary and benefit lapse** - HOC is able to recognize a savings of \$60,520 in salary and benefits due to the delay in filling positions that have become vacant during FY'09.
- **Reduce Management Fee to HOC by \$60,000** - HOC will reduce the management fee charged to the County contract by \$60,000.
- **Delay the hiring of the Financial Literacy Counselor (\$20,000 savings)** - This position is currently vacant, but a selection has been recommended. However, there will be a cumulative four-month gap in FY'09 before the position is filled. The \$20,000 represents salary and benefits for a grade 20 position for the four-month projected time frame the position was not filled.



- **Reduce funding for Program Activities by \$10,000** - A total of \$10,000 will be taken from the program activity funds. This will significantly reduce the available funding for the summer camps program and will affect approximately 100 youth and reduce our commitment to the Montgomery County Recreation Department by one-third. (Current commitment is for \$30,000 to serve approximately 300 youth).
- **Reduce funding for Client Travel by \$3,000** - Resident Services currently budgets \$5,000 to assist clients without funds to travel to service providers, to travel to and from their homes, or to travel while engaged in apartment searches. Generally, those issued tokens for public transportation are disabled, homeless, or extremely low income persons. With the reduction of clients using the HOC headquarters for service, the budgeted amount can be reduced.

We thank you for your ongoing support for the work that HOC does, and we look forward to working with you for the benefit of the County's residents whom we serve.

Sincerely,



Annie B. Alston  
Acting Executive Director

cc: Isiah Leggett, Montgomery County Executive  
Joseph Beach, Director, Office of Management and Budget  
Linda McMillan, Montgomery County Council  
Jennifer Bryant, Office of Management and Budget